

Corporate Business Risk Register

Risk Ref : 16	Housing Service	Owner : Deborah Upton	Portfolio Holder : Howard Doe	Current Risk Score : A2	Reviewed : Sept 08
Link to Corporate Priority : Putting our customers at the heart of everything we do and Giving value for money					
Vulnerability		Trigger	Consequence		
The Audit Commissions inspection of housing services has identified a number of issues including lack of staff resources, problems with contractors delivering housing services and lack of resources to invest in private sector housing.		Publication of the Audit Commission's report on housing services in June	<ul style="list-style-type: none"> • Potential negative impact on the community • Damage to Council's reputation for housing services. • Negative local publicity. • High profile service under the spotlight. • Impact on service delivery. • Complaints from residents. • Low staff morale. • Financial implications. 		

Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
Service has been brought together under an Assistant Director reporting to the Chief Executive	Identified as necessary under the Council's reorganisation.	AD Housing & Corporate Services	Action plan for the housing service	Indicators relating to the housing service are currently being reviewed to reflect the Corporate Performance Assessment, Local Area Agreement, Public Service Agreements and new set of government indicators.	On -going	Completed
Audit investigation of maintenance contractors	May identify weakness in the contract	AD Housing & Corporate Services	Action plan for the housing service		Monthly	Dec 2008
Implementation of the action plan arising from housing inspection	Likely to be identified as recommendation by Audit Commission	AD Housing & Corporate Services	Action plan for the housing service		Monthly	1 st April 2009

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Risk Ref : 5	Waste Procurement	Owner : Robin Cooper	Portfolio Holder : Phil Filmer	Current Risk Score : B1	Reviewed : Sept 08
Link to Corporate Priority : Clean & green environment					
Vulnerability		Trigger	Consequence		
<p>The council is going to tender with a new waste management contract in September 2009, worth approximately £14million per annum. There are a number of issues to be considered including cost of landfill, frequency of collections and the fact that its a sellers market with 90 authorities out to tender</p> <p>Medway wants to get Value for Money but also wants to recycle more (currently 33%) and has ambitious regeneration targets, which will bring more people to the area.</p>		<p>The Council does not negotiate a good value contract within acceptable budget provision</p>	<ul style="list-style-type: none"> • The council does not get Value for Money • Benefits of contracting out not realised • Services not provided at an acceptable level • Customer and staff complaints • Recycling targets missed • Costs over-run. • Failing to achieve Members' expectations • Resident criticism • High profile service under the spotlight. 		

Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
Project Board for the new waste contract set up and chaired by the Director Regeneration, Community & Culture	The board have met on a number of occasions Detailed minutes and actions produced	Project Board	Board might have to meet at specific dates targeted to coincide with key decision milestones	Award of contract to start Sept 09	Board meets every four to six weeks	On-Going
Procurement team set up which reports to the Project Board.	The project is underway	Project team	Regular review and project board overview.	Award of contract to start Sept 09	Team meets every 2 weeks minimum, every week at stages. Currently core team are working full time as a single unit.	On-Going

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Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
Detailed project timetable prepared.		Procurement team	Cabinet have agreed the options appraisal for both disposal and collection services and the separation of certain collection services. Any change to this arrangement could delay the programme or affect the outcome.	More ticks against tasks	More frequent as project advances	Key dates: contract adverts, invitations to tender, tender returns, award and start dates for each service.
Key service requirements	Assumed need for a larger capacity waste transfer station	Procurement board	Should the need arise, requirement for existence of this new facility to at least coincide with start date of new collection contract	Availability of this facility in time for new contract start date.	Review in line with main contract timetable. Depot & waste transfer station unlikely to be available for contract start date, hence need to retain existing facilities for a period after new waste contract commences.	Feasibility study of site completed by external consultants. Some capacity concerns. Agreement of location needed before next stage commences.

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Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
<p>Key services in existing main contract split into three key groups to be dealt with as distinct procurements commencing with waste disposal the outcome of which will help determine future collection services.</p> <p>From the options appraisal of collection services there is a need to include the procurement of capacity at a MRF facility, to continue to separate the collection and disposal of school waste and confirmation that refuse collection and street cleansing continue to be combined and management of the CA sites be treated as a separate service.</p>	<p>Scoping interviews held with potential service providers.</p> <p>Options appraisal completed on disposal and collection services.</p> <p>Presentations by three specialists on waste issues arranged to Board and/or team members.</p> <p>External professional support selected through competition to provide advice on an if-and-when basis.</p>	<p>Procurement team</p> <p>Waste services section</p>	<p>Need for an options appraisal to be prepared for collection services and peripheral waste services</p>	<p>Replacement contracts awarded with a start date in September 2009 that provides the right solution for Medway representing good value.</p>	<p>Review in line with main contract timetable and checked weekly as a minimum.</p>	<ul style="list-style-type: none"> • Options appraisal for collection services completed. • Formal advert published & PQQs returned 14/8/08. • Excellent response though numbers mean extra input. • References being obtained & evaluation of applications under-way, involving HR and H&S
<p>Other peripheral services such as abandoned vehicles and potentially clinical waste to be dealt with in accordance with timetable.</p>	<p>Exclusive pre qualification and reference questionnaire devised.</p> <p>Electronic data room and contact procedure set up.</p>		<p>Review and report on responses to Pre-qualification questionnaires (PQQ) select organisations to</p>	<p>Monitor and evaluate responses in accordance with timetable.</p>		

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Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
	<p>Professional technical support arranged for when needed (especially evaluation of disposal options to avoid challenges)</p> <p>Official Journal of the European Union (OJEU) notice issued for disposal services</p> <p>Process set up for obtaining specific legal & finance advice externally when required.</p> <p>Awayday completed with waste services staff for input into new contract and for updated base data.</p> <p>Discussions undertaken with KCC with a view to sharing procurement arrangements and obtaining better economies of scale on certain specialised requirements to share such as processing of timber waste, clinical waste and processing of electronic & electrical equipment.</p>		<p>Tender submissions requested</p> <p>Invite into Competitive Dialogue. Ensure the volume of work is not underestimated leading to delays.</p>			

Corporate Business Risk Register

Risk Ref : 3a	Finances- short term	Owner : Mick Hayward	Portfolio Holder : Alan Jarrett	Current Risk Score : B2	Reviewed : Sept 08
Link to Corporate Priority : Giving Value for Money					
Vulnerability		Trigger	Consequence		
<p>When Medway Council was formed in 1998 the council tax bands were set at a relatively low level, and the Council is living with the consequences.</p> <p>The Council does not have enough reserves to fill any budget deficit and is already a 'lean' organisation.</p>		There is a budget deficit at the end of the financial year	<ul style="list-style-type: none"> • Limiting ability to align resources with priorities • Impacts on staff morale • Service cuts required to make up shortfall • Tension with members over cost saving measures. • Poor publicity in local media • Challenge to bid for Excellent status. • Financial management of Authority questioned. 		

Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
Regular reports to both Management and Members	Good - Reports are based on historic data forecast to end of year position. Past few years have demonstrated robustness of financial information. Need to identify and agree action plans to redress deficits.	Finance Teams to produce data in collaboration with Managers. Management to identify corrective action. Members (Cabinet) to approve action.	Identify saving options: <ul style="list-style-type: none"> • Service reduction • Spending restriction • Income generation • Identify alternate service delivery options 	Spend to Budget – however need to consider key CPA/CAA triggers related to PI spends	monthly	On-going

Corporate Business Risk Register

Risk Ref : 3b	Finances – Longer term	Owner : Mick Hayward	Portfolio Holder : Alan Jarrett	Current Risk Score : B2	Reviewed Sept 08
Link to Corporate Priority : Giving Value for Money					
Vulnerability		Trigger		Consequence	
<p>The Resource Strategy identifies significant commitments for the Council that will be difficult to fund given the constraint upon Council Tax. Increases and the financial settlement already announced to 2010/11.</p> <p>The Council has significant ambitions. It is seeking to influence Government decision-making over the fairness of grant distribution. This will now need to feed into Comprehensive Spending Review (CSR10) which is likely to be challenging to local authorities and it is unlikely that flexibility to raise Council Tax will be increased.</p>		<p>Medway does not achieve a shift in the way funding is allocated and financial challenges exacerbate.</p>		<ul style="list-style-type: none"> • Very difficult decisions around funding allocation • Service cuts • Quality of service compromised. • Cutback in staffing on an already lean organisation • CPA/CAA Excellence jeopardised • Tensions within the Authority around the purpose of the Council • Negative local publicity. • Damage to reputation. 	

Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
Need to ensure effective response/lobbying to Govt proposals for CSR and settlement and target media campaign in support	Adequate but possibly of little effect	CFO	Co-ordinate responses with members. Brief MP's Agree media campaign Solicit support from peer authorities	Use of Resources – adequacy of financial planning, effective budget control.	Six Monthly	December 08
Challenge to pressures through budget process, establish efficiency targets	Good	CFO/Service Directors	Identify pressures/savings options Member scrutiny	Use of Resources – adequacy of financial planning, effective budget control, balanced budget and adequacy of reserves.	Monthly	September to February 08/09

Corporate Business Risk Register

Risk Ref : 4	Performance management	Owner : Stephanie Goad	Portfolio Holder : Janice Bamber	Current Risk Score : B2	Reviewed : Sept 08
Link to Corporate Priority : Giving Value for Money					
Vulnerability		Trigger	Consequence		
<p>There are concerns that performance is not consistently managed across the council.</p> <p>The Council has introduced a comprehensive performance management (and business planning) framework</p>		<p>The council fails to embed a robust performance management system</p>	<ul style="list-style-type: none"> • Issues in vulnerable services are not recognised before key inspections • Some staff continue to focus on inputs and processes rather than outcomes. • Some staff continue to feel disconnected and unengaged from the business plans. • Silo-ism reinforced • Communication blockages remain if 1-2-1s and team meetings are seen as irrelevant to the 'day job' • Rate of improvement is impeded • Council struggles to achieve excellence • Affects service planning • Not getting Value for Money • Poor CPA and CAA score 		

Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
New set of critical success factors being developed based around new national 198 indicator set	Adequate	Assistant director communications, performance and partnerships with directors	Completion of agreed 35 critical targets	Critical Success Factors used as key management tool to drive performance improvement. Positive performance trend	Quarterly	Commences July for second quarter monitoring in Oct/Nov .

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Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
Feasibility study on new software to support performance management being carried out	Adequate	Assistant director communications, performance and partnerships	Ensure timely reporting of actions to management and Members	System introduced and being actively used	Quarterly	<p>Estimated implementation of first stage by July – system has been procured and initial training delivered.</p> <p>Data migration has started with pilot areas being prepared and briefings held for members.</p> <p>Beginning to use system for CSFs – estimated Sept 08.</p>

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Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
New organisational structure brings all resources working on performance mgt support to a central team	Adequate	Assistant director communications, performance and partnerships with directors	Key posts to be recruited to. Development plan for changes to performance management arrangements to be produced.	Staff in post. Changes to practice and management behaviour	Quarterly	Two out of three new performance manager posts recruited to. Postholders commence Sept and Oct. Third vacancy to be re-advertised. Detailed work programme in place.
Assessment of adequacy of performance management arrangements against new CAA criteria.	Adequate.	Assistant director communications, performance and partnerships with directors	Development plans to be reviewed in light of confirmed CAA changes.	Positive audit feedback.	Quarterly	Review by January.

Corporate Business Risk Register

Risk Ref : 7	Workforce Planning & Capacity	Owner : Neil Davies	Portfolio Holder: Janice Bamber	Current Risk Score : B2	Reviewed Mar 08
Link to Corporate Priority : Giving Value for Money					
Vulnerability		Trigger	Consequence		
<p>Medway is a comparatively lean organisation, in particular, at a senior level.</p> <p>Insufficient capacity to deliver services.</p> <p>There is a perception of a dependency on key individuals in some positions.</p> <p>The need to transform services is increasing and this requires significant changes to the workforce.</p> <p>Some see a deficiency of critical skills e.g. project and change management and variability in the quality of middle management</p> <p>The workforce is ageing and there is a need for succession planning.</p>		<p>Medway does not have enough of the right people in the right job at the right time</p>	<ul style="list-style-type: none"> • Insufficient capacity to deliver services • Too much is required of key people • Service quality struggles • Insufficient capacity to manage change • Some members of staff skill sets do not match those required for the job they are in • Talented people are not identified, encouraged and coached to be Medway's future leaders • Talented people feel under utilised, or frustrated, in their current role and leave • Some staff 'move out to move on' • Inertia and resistance to change • Some staff 'burn out' • Levels of stress and staff absenteeism 		

Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
<p>Draft People Strategy in place covering:</p> <ul style="list-style-type: none"> • Recruitment and Retention • Healthy Work Environment • Dignity, diversity and inclusion • Communication and consultation • Measure and manage performance • Improvement 	<p>This needs updating to reflect new arrangements in the council and deficiencies:</p> <ul style="list-style-type: none"> - Change management - Project management - Succession planning - Workforce planning arrangements - Competencies - Becoming and employer of choice - Data quality 	AD Organisational Services	<p>CEX and Directors to support workforce planning and development activities within their directorates.</p> <p>Reporting arrangements for workforce planning and development are included in DMT's and services</p>	<ul style="list-style-type: none"> • Staff turnover • Sickness absence levels • Levels of Qualification 	Quarterly	<p>Strategy Reviewed by July 2008</p> <p>Agreed by CMT September 2008</p> <p>Action Plans agreed at DMTs and within services October 2008</p>

Corporate Business Risk Register

Risk Ref : 8a	Partnership Working	Owner: Stephanie Goad	Portfolio Holder: Janice Bamber	Current Risk Score: B2	Reviewed : Sept 08
Link to Corporate Priority : Giving value for money, Safer communities and Everyone benefiting from regeneration					
Vulnerability		Trigger	Consequence		
The council is involved in a number of key partnerships to deliver for the people of Medway and going forward this will be an even more important part of how Local Authorities deliver better outcomes for their area with the introduction of new style local area agreements and the Comprehensive Area Assessment (CAA)		A key partnership fails to deliver LAA targets are off track	<ul style="list-style-type: none"> • Council's capacity • Impact on service delivery • Community outcomes compromised. • Relationship with partners may deteriorate • Don't get joined up approach to achieving the vision for Medway • Financial implications • Claw-back of grants • More difficult to control budget requirements 		

Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
LSP has been reviewed with new Board in place which engages all key decision makers in Medway	Good	AD communications, performance and partnerships	Ensure new Local Strategic Partnership structure works effectively	Attendance and participation at board meetings LAA targets built into key plans of major partners	6 month review of LSP new structure	January 2009
5 new LSP thematic partnerships established	Adequate	AD communications, performance and partnerships Directors	Lead partnerships to review membership and operation	Partnerships reviewed	6 month review of LSP new structure	January 2009.

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Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
New multi agency operational group in place to ensure work of LSP board is delivered	Adequate	AD communications, performance and partnerships Directors	Ensure Local Strategic Partnership is delivering on targets	Attendance, participation in meetings of key agencies and council staff, measurable impact in terms of challenging LAA targets which are off track and developing cross cutting projects	6 month review of LSP new structure	January 2009.

Corporate Business Risk Register

Risk Ref : 8b	Partnership with PCT	Owner: Rose Collison	Portfolio Holder : Tom Mason	Current Risk Score: B2	Reviewed : Sept 08
Link to Corporate Priority : Putting our customers at the centre of everything we do, Older and vulnerable people maintaining their independence and Children and young people having the best start in life					
Vulnerability		Trigger		Consequence	
<p>Not being able to achieve one of the Council's key aims described in the Community Plan Vision -a healthier Medway.</p> <p>Poor judgements in external inspections and reviews e.g. APA, SAS</p> <p>Children's Trust not set up</p>		<p>The partnership with the PCT fails to deliver.</p>		<ul style="list-style-type: none"> • Impacts on service delivery • Community outcomes compromised. • Relationship with PCT deteriorates • Don't get joined up children or adult care services • Financial implications • Claw-back of grants • More difficult to control budget requirements • Impacts on the ability to deliver a long term vision for health in the area • Poor inspection outcomes • Statutory responsibility not met 	

Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
Chief Executives meet on a regular basis to build knowledge and tackle issues of mutual concerns	This is a start in ensuring that any problems will be identified early and that communications are effective	Chief Executive	Regular feedback as appropriate to CMT	Unforeseen problems do not arise	Annually	May each year
Regular meetings of the two organisation's Executive Teams	Provides a forum where joint action plans can be developed and monitored	Sarah McNally	Schedule of meetings to be agreed for the year based on decisions required	Joint strategies agreed and delivered	Annually	

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Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
Department of Public Health to be a joint appointment and to report regularly to both organisations	Ensures that both Council and PCT are understanding the health and social care needs of the population to the same extent but from different perspectives	Director of Children & Adults, Caring & Learning	Regular agenda items on CMT, Scrutiny committees and cabinet agenda for relevant Public Health issues	Focussed action to tackle the highest priority health issues (reflected in star ratings)	Annually	
Chief Officers to attend PCT Board meetings and ADs to attend Professional Executive Committee (PEC) meetings Service Managers to attend PEC sub groups	Builds a hierarchy of joint planning and monitoring activity that sharpens knowledge and offers opportunities to develop shared understanding in building integrated services	Director of Children & Adults, Caring & Learning , ADs and Service Managers	Regular monitoring of the efficacy of these arrangements by the Management Team	No surprises and reduced tensions between the two organisations	Annually	
Full engagement by the PCT and Acute and Mental Health trusts in the LSP	Acts as another opportunity to build support for the shared public services agenda	LSP coordinator	Clarity of which officers are members of which LSP groups and their role in those groups	Smooth delivery of LAA and PSA targets	Quarterly	
Protocol agreed for the operation of all arrangements made under Section 31 of the Health Act	Clarity of processes and procedures for setting managing and monitoring budgets operated by one organisation on behalf of both	Director of Children & Adults, Caring & Learning	Protocols to be set out in original agreements to pool budgets or combine services or take on lead commissioning responsibilities	At time of signing agreements		
Joint Work on JSNA	Evidence based joint planning and commissioning	Director of Children & Adults, Caring & Learning and Director of Public Health	Agreed sign-off	Useful and used needs analysis		

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Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
Key services re-commissioned jointly	Children & Adults Mental Health Service, Services for children with disability	Assistant Director Childrens Care and Assistant Director Commissioning		As S31 above	Quarterly.	
Children's Trust in place	Effective transition from Children & Young Peoples Strategic Partnership to Children's trust	Director of Children & Adults, Caring & Learning with Assistant Director Childrens Care	Draft Governance protocols agreed by December 08			December 2008

Corporate Business Risk Register

Risk Ref: 9a	Changing Demographics of Older People	Owner: Rose Collinson	Portfolio Holder : Tom Mason	Current Risk Score : B2	Reviewed : Sept 08
Link to Corporate Priority : Older and vulnerable people maintaining their independence					
Vulnerability		Trigger	Consequence		
<p>There are challenges to the demand-led care services within Medway.</p> <p>The population of older people is set to dramatically increase.</p> <p>These services represent major components of the Councils funding provision.</p>		<p>The Council is unable to address these issues with cost effective, innovative solutions.</p>	<ul style="list-style-type: none"> • More and more resource is needed to run the service • Significant budget overspends • Money drawn from other services • Costs spiral • Reductions in service level the council can offer • Revenue problems not resolved by capital investments • Adverse effect on staff morale affected • Adverse effect on assessments • Council may be required to make unpopular decisions. • Councils finances compromised 		

Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
<p>Demographic trends are analysed prior to star chamber meetings and budget allocation is requested to cover additional demand.</p> <p>The Joint Strategic Needs Analysis [JSNA] will more precisely indicate the demographic needs and inform prioritisation</p>	<p>Although the information is provided and is understood, it has not resulted in budgets being able to be set at levels that respond to the trends.</p>	<p>Assistant Director Social Care</p>	<p>See 3 below</p>	<p>PIs are already at optimal levels Success will be achieved when the budget does not overspend</p>	<p>Action Plan under constant review due to budget pressures.</p> <p>Quarterly</p>	<p>Service delivered within budget by year end</p>

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Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
Implementation of Fair Access to Care Services at substantial or critical levels of need only	Work currently being undertaken to assess impact on numbers of service users eligible	Service Manager Learning Disability leading task group	FACS at Substantial/Critical levels agreed and implementation regularly monitored by officers and members	Regularly Implementation plan delivered to time and quality Feedback from service users Third sector preventative services in place	Quarterly	Service delivered within budget by year end
Each service rations the provision of care by a panel system, which has a strategy for minimising the cost of services supplied to each service user through a variety of means (eg repatriation, direct payments, adult placement schemes, supported living, closure of more expensive in house provision, to replace it with facilities that provide rehabilitation rather than long term care.	The panel system works well in older people's services but the waiting list is now growing steadily. The effect of other strategies is gradually taking effect, but not sufficiently swiftly in disability service	AD Social Care and Service and Team Managers	Further proposals need to be developed for reducing costs e.g. greater use of Telecare, to reduce home care packages, direct allocations of housing to speed up moves to independence, redevelopment of local sheltered housing units. More service users receiving Independent Living Fund monies	Reductions in home care costs. More service users benefiting from own tenancies, supporting people services and ILF funding	Action Plan under constant review due to budget pressures Quarterly	Service delivered within budget by year end

Corporate Business Risk Register

Risk Ref : 9b	Increasing numbers of vulnerable younger people	Owner: Rose Collinson	Portfolio Holder : Les Wicks	Current Risk Score : B2	Reviewed : Sept 08
Link to Corporate Priority : Children and young people having the best start in life					
Vulnerability		Trigger		Consequence	
<p>There are challenges to the demand-led children services within Medway.</p> <p>There are more, younger, people coming into the system with intensive support SEN needs.</p> <p>These services represent major components of the Councils funding provision.</p> <p>National and local evidence base that Children and Young people in care are more vulnerable to poorer outcomes</p>		<p>The Council is unable to address these issues with cost effective, innovative solutions.</p>		<ul style="list-style-type: none"> • More and more resource is needed to run the service • Poorer outcomes for children and young people • Significant budget overspends • Money drawn from other services • Cost spiral • Reductions in service level the council can offer • Revenue problems not resolved by capital investments • Adverse effect on staff morale affected • Adverse effect on assessments • Council may be required to make unpopular decisions. • Councils finances compromised 	

Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
<p>The numbers of looked after children in Medway is, and has been, pretty constant over the last 18 months at about 340. Therefore there is not an increase in the numbers. There is an increase in the spend however as the needs of these young people become more complex.</p>	<p>The Children's Care Division produces a monthly performance digest and reports this to the GOSE Children's Services Advisor. The management response to the Looked After Children (LAC) review is being monitored by Children & Adult Services DMT and in 1:1 meetings with the Director of Children & Adults Services, Learning & Caring and her senior managers</p>	<p>The Assistant Director for Children's Services is responsible for delivering improved services for LAC and for reducing the numbers of LAC. She reports to the Director of Children & Adult's Services, Learning & Caring.</p>	<p>Ensuring service delivered within budgetary constraints.</p>	<p>The numbers of Looked after children reducing whilst the safety of all children and young people is maintained to the highest order.</p> <p>Family Group conferencing impacts on reduced numbers of YP entering care system</p>	<p>The number of Looked After Children is reviewed monthly.</p>	<p>The January annual report to the corporate parenting group will be the critical milestone.</p>

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Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
The council wishes to maximise its cost effectiveness for Looked After Children (LAC) and recently a fundamental review on LAC was commissioned by Children and Adult Services DMT. A copy of the report is attached along with the agreed management response to the recommendations in the report.	The Director of Children and Adult Services, Learning & Caring is required to produce a report to the Corporate Parenting Group on an annual basis.	The Assistant Director for Children's Services is responsible for delivering improved services for LAC and for reducing the numbers of LAC. She reports to the Director of Children & Adult's Services, Learning & Caring.	The attached report recommends the introduction of Family Group Conferencing across the service to reduce the number of children needing care. Other measures regarding the gate keeping and risk management have also been agreed. Family Group conferencing has been commissioned – current stats would indicate that numbers of referrals are not high and therefore this strategy will need review before December 08	The numbers of Looked after children reducing whilst the safety of all children and young people is maintained to the highest order. Referrals to FGC impact on numbers entering care system	The number of Looked After Children is reviewed monthly.	January annual report to the corporate parenting group will be the critical milestone.
Increase in house SEN provision.						

Corporate Business Risk Register

Risk Ref : 10	Infrastructure for Regeneration	Owner: Robin Cooper	Portfolio Holder : Rodney Chambers	Current Risk Score: B2	Reviewed: Sept 08
Link to Corporate Priority : Everyone benefiting from regeneration					
Vulnerability		Trigger		Consequence	
<p>The regeneration programme is planned to bring 50,000 people to Medway up to 40,000 jobs and 17,000 new homes in the next 10 years.</p> <p>There are challenges for the provision and maintenance of effective infrastructure. Particular areas of concern are highways and water systems.</p> <p>Innovative solutions are being investigated to deal with this.</p>		<p>Medway does not have the infrastructure necessary to support regeneration</p>		<ul style="list-style-type: none"> • Deteriorating physical assets • Water rationing • Poor road infrastructure • Developers deterred • Regeneration slows • Poor perception of area • Investment wasted • Loss of reputation 	

Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
Outline infrastructure needs identified.	Current plans will go some way to ensure that infrastructure is provided at basic level. Further action is required for government funding and S106 contributions	Integrated Transport Manager	Completion of establishment of private/public sector partnership; S106 policy; inward investments.	Generation of funds to carry out the work and investors confidence	Quarterly	4/15 year development programme
Funding for detailed appraisal secured for 5 locations.		AD Development, Economy & Transport				
Communities & Local Government alerted to the impact of lack of funding and dialogue opened with External Partners .		AD Medway Renaissance				

Corporate Business Risk Register

Risk Ref : 13	Equalities and diversity legislation	Owner: Stephanie Goad	Portfolio Holder : Janice Bamber	Current Risk Score : B2	Reviewed : Sept 08
Link to Corporate Priority : Putting our customers at the centre of everything we do					
Vulnerability		Trigger	Consequence		
Ensuring the council complies fully with its duties under equalities legislation to carry out diversity impact assessments		A case is brought and the council is found to have failed its duties under equalities legislation	<ul style="list-style-type: none"> • Cost to go to a tribunal • Not meeting people's needs • Impact on staff morale • Financial liability • Open to other claims • Seen as a poor employer • Loss of reputation • Adverse inspection 		

Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
Equalities action plans in place for each directorate. DMTs carrying out monitoring	Adequate	Directors	Regular monitoring to be built into DMT work programmes for reformed directorates	% DIAs completed, reviewed and monitored	Quarterly	At each Equal Opps Core Value group meeting. Quarterly DMT review.
Policies on Cabinet forward plan given focused corporate support to ensure DIAs are completed	Adequate	AD communications, performance and partnerships Directors	Programme for carrying out diversity impact assessments in place for all service areas and being carried out Policies due to go to cabinet are not considered unless DIA has been carried out	All policy documents on forward plan given corporate support All policy documents have a robust DIA which is undertaken at an early stage in policy formation.	Quarterly	At each Equal Opps Core Value group meeting. Quarterly DMT review.

Corporate Business Risk Register

Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
Diversity impact assessment training in place with additional tailored coaching and support available	Good	AD communications, performance and partnerships	Temporary support is being employed until all vacancies in research and review are filled. Recruitment must secure right skills mix. Recruitment process not successful. Reviewing requirements.	Permanent support in place	Nov 2008	At each equal opps core value group meeting

Corporate Business Risk Register

Risk Ref : 6b	Maintain 'Good Authority' Status	Owner: Stephanie Goad	Portfolio Holder : Janice Bamber	Current Risk Score: C2	Reviewed : Sept 08
Link to Corporate Priority : Giving value for money					
Vulnerability		Trigger	Consequence		
<p>Medway has set itself a challenging goal of achieving Excellent status in the next CPA inspection in February 2009.</p> <p>CPA requirements are constantly rising and the Council has concerns about a number of key services, previously judged as fragile, and balancing its budget.</p>		Medway is judged a Fair Authority	<ul style="list-style-type: none"> • Staff deflation • Impact on morale, especially senior managers • Fall in service standards • Negative publicity • Potential damage to Council's reputation • Failing to achieve Members' expectations 		

Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
Clear process for year end performance indicator calculation and validation in place	Good	Assistant director communications, performance and partnerships with all ADs	Process to be used effectively	No data quality errors. Best Value Performance Indicators (BVPI)s submitted on time	Monthly	Submit BVPIs in May – completed . Data quality checks and audit Sept / Oct
Clear processes for completing annual performance assessments in adults and children's services in place	Adequate	Director children's and adults, AD adults social care, Assistant director communications, performance and partnerships	Process to be used effectively	Assessments submitted to time	Monthly	Submissions made end May and June 26 – completed . Ongoing dialogue with inspectors until Nov.

Corporate Business Risk Register

Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
Improvements actioned from last year's Annual Performance Assessment for children's and adult's services	Adequate	Director children's and adults,	Ensure regular reporting of key performance indicators and review of 'Route to Excellence'	Evidence of improvement submitted	Monthly	Submissions made end May and June 26 – completed .
Processes in place to ensure accounts audited correctly and to time	Good	Chief Financial Officer	Ensure regular reporting of key performance indicators and review of 'Route to Excellence'	Timescales met and accounts without error	Quarterly	Accounts closed June – completed .
Risk management training carried out to address area for improvement identified in last year's use of resources assessment	Good	Director of Regeneration, Community & Culture	Ensure regular reporting of key performance indicators and review of 'Route to Excellence'	Training completed for managers and members. Risk assessment and management included in all service plans. Risk registers reviewed quarterly	Quarterly	Revised evidence on risk management submitted Sept .
Improved performance management arrangements being developed (see separate risk mgt plan)	Good	Director of Regeneration, Community & Culture	Ensure regular reporting of key performance indicators and review of 'Route to Excellence'		Quarterly	

Corporate Business Risk Register

Risk Ref : 12	Falling School Population	Owner: Rose Collinson	Portfolio Holder : Les Wicks	Current Risk Score: C2	Reviewed: Sept 2008
Link to Corporate Priority : Children and young people having the best start in life					
Vulnerability		Trigger	Consequence		
<p>Medway has a falling school population and runs a significant number of smaller schools that are more costly to maintain.</p> <p>Regeneration is creating the need for new facilities in different areas.</p> <p>National floor targets for underperforming/ coasting schools</p>		Tough decisions around schools not made in the shorter term	<ul style="list-style-type: none"> • Adverse impact on budgets • Efficiencies lost • Standards fall • Teachers leave • Staffing issues. • Negative impact on CPA rating. • Has to be addressed sometime. • Could affect our ability to Lever in additional finances • Not meeting floor targets will result in intervention programmes • Council fails to agree a timely and effectively strategy 		

Action/controls already in place	Adequacy of action/control to address risk	Responsibility for action	Required management action/control	Critical success factors & KPI's	Review frequency	Key dates (milestones & deadlines)
<p>Report to cabinet on school organisation principles on 4 September 2007</p> <p>School organisation principles agreed by Cabinet</p> <p>Primary strategy for change submitted to DCSF</p> <p>Strood academy proposal agreed</p> <p>Chatham academy proposal – out to consultation</p>	If proposed principles are applied consistently and robustly then there will be an adequate supply of school places in right location	The AD Learning and Achievement is responsible for ensuring Medway Council complies with the statutory duty to provide school places to promote high standards and reduce the number of schools with surplus places of over 25%	Political and managerial leadership coupled with rigorous monitoring of application of School Organisation Principles	<p>Outcomes as set out in section 4.1 of school organisation report</p> <p>Meeting all floor targets including those relating to National Challenge</p>	Termly	Key dates will be related to implementation of individual school plans

Corporate Business Risk Register

Risk Ref : 2	Business Continuity and Emergency planning	Owner: Robin Cooper	Portfolio Holder : Alan Jarrett	Current Risk Score: D2	Reviewed: Sept 2008
Link to Corporate Priority : Safer Communities					
Vulnerability		Trigger	Consequence		
<p>Recent national flooding events have brought into stark relief the extensive role local authorities play in managing major 'unforeseen' events.</p> <p>Medway Council may find itself tested in similar circumstances in the future.</p> <p>There are duties under the 'Civil Contingencies Act'</p>		<p>A significant adverse event occurs and the Council is found wanting in its planning and implementation.</p>	<ul style="list-style-type: none"> • Response to event is not rapid, adequate nor effective. • Lack of clear communication lines • Essential service priorities not clearly understood. • Communication between agencies and the public is poor. • Residents expect more from their Council • Local press quick to seize issue. • Comparisons made with other local authorities and resilience groups • A death, or deaths, in the community 		

Risk Ref : 14	Delivering radical innovation	Owner: Neil Davies	Portfolio Holder : Alan Jarrett	Current Risk Score: D2	Reviewed: Mar 08
Link to Corporate Priority : Giving value for money					
Vulnerability		Trigger	Consequence		
<p>Like most organisations, public and private, Medway is reaching the 'end of the road' for service improvement and cost efficiency by slimming down existing service provision.</p> <p>It will need to address radical delivery solutions, some of which might be politically and managerially uncomfortable, if it is to make a quantum leap forward.</p>		<p>Members are reluctant to make profound changes to the way services are delivered.</p>	<ul style="list-style-type: none"> • Short term thinking and operational behaviour • Opportunities for income generation are missed. • Opportunities for shared and devolved service provision are missed. • Radical efficiency gains lost • Economies of scale not achieved. • Budget challenges will exacerbate • Others will lead the way. • Medway marginalised- Unitary challenged for its viability. 		

Corporate Business Risk Register

Risk Ref : 17	Delivering Regeneration	Owner: Robin Cooper	Portfolio Holder : Rodney Chambers	Current Risk Score: D2	Reviewed: Sept 08
Link to Corporate Priority : Everyone benefiting from the area's regeneration					
Vulnerability		Trigger		Consequence	
<p>The Council has been granted substantial Government funding regenerate the area.</p> <p>The down turn in the economy has significantly affected contractors ability to undertake regeneration work.</p>		<p>The Council's wouldn't be able to achieve the regeneration agenda</p>		<ul style="list-style-type: none"> • Regeneration projects not completed • Not be able to spend funding • Potential damage to Council's reputation • Not able to meet member, government and the public's expectations 	

Risk Ref : 11	Social Impacts of regeneration	Owner: Robin Cooper	Portfolio Holder : Jane Chitty	Current Risk Score: D3	Reviewed: Sept 08
Link to Corporate Priority : Everyone benefiting from regeneration					
Vulnerability		Trigger		Consequence	
<p>The council is committed to economic and social regeneration within the area. The forecast is to increase the population by 50,000 by 2010, creating up to 40,000 new jobs and building 17,000 new homes.</p> <p>As part of this commitment it is vital the benefits are felt by the indigenous population of Medway, so that the new jobs are not filled by only people from outside the area.</p> <p>The programme will be significantly affected by the current economic down-turn.</p>		<p>Local people unable to benefit sufficiently from the regeneration because they do not have the skills to fill the jobs</p>		<ul style="list-style-type: none"> • Young people are not catered for in the 'new world' • Low skills base among some residents remains • Disconnect between skills and employment opportunities • Maintenance of low aspiration culture • New jobs unfilled or filled by non-local population • Increased commuting and pressure on transportation • Resentment of regeneration programme • All pain for no gain for current residents • Negative impact on community cohesion • 'Them and us' cultures 	

Corporate Business Risk Register

Risk Ref : 15	Overheating of Contractors market	Owner: Tricia Palmer	Portfolio Holder : Alan Jarrett	Current Risk Score: D3	Reviewed: Sept 08
Link to Corporate Priority : Giving Value for Money					
Vulnerability		Trigger	Consequence		
<p>Building new (affordable) homes is now the Government's highest priority.</p> <p>Huge challenges face providers of homes, competing with other capital investments such as NHS infrastructure, Building Schools for the Future and the Olympics.</p> <p>The cost of construction is expected to soar. This will also affect the achievement of decent homes standards.</p>		<p>Construction costs get out of control</p>	<ul style="list-style-type: none"> • Costs increase • Less can be done within budget • Projects overspend • Labour is unavailable • Developments are delayed • Regeneration is delayed. 		