

Corporate Business Risk Register

Risk Ref : 19	Economic Downturn	Owner : Neil Davies	Portfolio Holder : Alan Jarrett	Current Risk Score : A2	Reviewed : Feb 2009
Link to Corporate Priority : Putting our customers at the centre of everything we do & Everyone benefitting from the area's regeneration					
Vulnerability		Trigger	Consequence		
<p>A recession would impact upon the Council's ability to:</p> <p>a) support the vulnerable in our community and manage potential increase in child poverty, homelessness, benefit take-up, potential increase in anti-social behaviour and crime.</p> <p>b) deliver the capital programme</p> <p>c) take forward Medway's regeneration and educational agenda</p>		<p>A worsening global economic climate that impacts upon Medway.</p>	<ul style="list-style-type: none"> • Negative impact on the community • Increased pressure on existing resources • Reduction/cuts to services • Increased costs of purchasing services • Land value decline putting partnering arrangements at risk • Quality of service compromised. • Relationship with partners may deteriorate • Damage to reputation. • Negative publicity • CAA Excellence jeopardised • Reduced fees in leisure facilities and car parks • Potential debt arrears (both council and others) • Increased benefit take up 		

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 monitoring of economic downturn by Corporate Management Team and Medway Economic Board	Performance indicators on downturn examined.	Director RCC	Continue to assess the situation	<ul style="list-style-type: none"> • Council income • Planning and Building Control applications • Vacancy rates • Houses under construction 	Monthly	On-going

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Launch of Medway Plan for local businesses	Helping local businesses to survive the recession.	Economic Development Officer	Continue to assess the situation	<ul style="list-style-type: none"> • All invoices paid in 20 days • Opportunities for local firms to bid for contracts 	Monthly	On-going
Benefit take-up	Improve awareness – signpost benefit	Chief Finance Officer	Continue to assess the situation	<ul style="list-style-type: none"> • NI181 	Monthly	On-going
Review investment strategy	Assess funding streams and adjust spend priorities	Chief Finance Officer	Continue to assess the situation	<ul style="list-style-type: none"> • Capital monitoring reports 	Monthly	On-going
Regular reports on capital programme to both Management and Members	Good - Reports are based on historic data forecast to end of year position.	Budget holders and directors	<ul style="list-style-type: none"> • Finance Teams to produce data in collaboration with Managers. • Management to identify corrective action. • Members (Cabinet) to approve action 	<ul style="list-style-type: none"> • Monitoring reports 	monthly	On-going

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Risk Ref : 5	Waste Procurement	Owner : Robin Cooper	Portfolio Holder : Phil Filmer	Current Risk Score : B1	Reviewed : Feb 2009	
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 meet regularly. 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

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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)
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.. Team meetings with Assistant Director now weekly.	On-Going
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.

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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 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.	The procurement of disposal options is indicating that the need for waste transfer and bulking will be very much reduced based on the options suggested by tenderers. As a result a solution is to use facilities within the control of Medway Council currently.
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. From the options appraisal of collection services there is a	Scoping interviews held with potential service providers. Options appraisal completed on disposal and collection services. Presentations by three specialists on waste issues arranged to Board and/or	Procurement team Waste services section	Need for an options appraisal to be prepared for collection services and peripheral waste services	Replacement contracts awarded with a start date in September 2009 that provides the right solution for Medway representing good value.	Review in line with main contract timetable and checked weekly as a minimum.	<ul style="list-style-type: none"> • Options appraisal for collection services completed. • Formal advert published & PQQs returned 14/8/08. • Excellent

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<p>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>team members. External professional support selected through competition to provide advice on an if-and-when basis.</p>				<p>response though numbers mean extra input.</p> <ul style="list-style-type: none"> • References being obtained & evaluation of applications under-way, involving HR and H&S • The selection of disposal contractors is following the competitive dialogue route and is on target with the planned number of bidders still engaged to take forward to the final stages. • The tender documents for collection contractors to be despatched to the 8 selected bidders by the end of Feb.
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Other peripheral services such as abandoned vehicles and potentially clinical waste to be dealt with in accordance with timetable.	Exclusive pre qualification and reference questionnaire devised. Electronic data room and contact procedure set up.		Review and report on responses to Pre-qualification questionnaires (PQQ)	Monitor and evaluate responses in accordance with timetable.		The Clinical Waste contract is being procured jointly with KCC.
	<ul style="list-style-type: none"> - Professional technical support arranged for when needed. - Official Journal of the European Union (OJEU) notice issued for disposal services.. - Process set up for obtaining specific legal & finance advice externally when required. - Awayday completed with waste services staff for input into new contract and for updated base data. - Discussions 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>Tender submissions requested</p> <p>Invite into Competitive Dialogue. Ensure the volume of work is not underestimated leading to delays.</p>		Weekly meeting with operation Waste Services.	

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Risk Ref : 3b	Finances – Longer term	Owner : Mick Hayward	Portfolio Holder : Alan Jarrett	Current Risk Score : B2	Reviewed Feb 2009
Link to Corporate Priority : Giving Value for Money					
Vulnerability		Trigger		Consequence	
The Resource Strategy identifies significant commitments for the Council that will be difficult to fund given the constraint upon Council Tax. Increases, the financial settlement already announced to 2010/11, and expectations for the future.		Medway does not achieve a shift in the way funding is allocated and financial challenges exacerbate.		<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	July 2009 & on-going
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

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Risk Ref : 9b	Failure to keep vulnerable young people safe and on track	Owner: Rose Collinson	Portfolio Holder : Les Wicks	Current Risk Score : B2	Reviewed: Feb 2009
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 C&A Services DMT and in 1:1 meetings with the Director of C&A L&C and her 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)
<p>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.</p> <p>A deep dive is planned for February to look at ways of improving preventative services for children and young people</p>	<p>The Director of Children and Adult Services, Learning & Caring is required to produce a report to the Corporate Parenting Group on an annual basis.</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>Director of Children and Adult Services</p>	<p>The 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.</p> <p>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</p> <p>Deep dive recommendations are delivered.</p> <p>Deep dive recommendations impact on outcomes for young people.</p> <p>Continued development of Outreach Services to support children and young people on the edge of care.</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>Referrals to FGC impact on numbers entering care system</p>	<p>The number of Looked After Children is reviewed monthly.</p> <p>tbc</p>	<p>January annual report to the corporate parenting group will be the critical milestone.</p> <p>According to timescales set.</p>

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Risk Ref : 17	Delivering Regeneration	Owner: Robin Cooper	Portfolio Holder : Rodney Chambers	Current Risk Score: B3	Reviewed: Feb 2009
Link to Corporate Priority : Everyone benefiting from the area's regeneration					
Vulnerability		Trigger	Consequence		
<p>The Council has been granted substantial Government funding to regenerate the area. The programme is planned to bring 50,000 people to Medway up to 40,000 jobs and 17,000 new homes in the next 20 plus years.</p> <p>There are challenges for the provision and maintenance of effective infrastructure. Particular areas of concern are highways and water capacity.</p> <p>It is vital the benefits are felt by the population of Medway, so that the new jobs are not filled by only people from outside the area.</p> <p>The programme could be significantly affected by the current economic down-turn.</p>		<p>The Council fails to achieve the economic, social and infrastructure 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 • Deteriorating physical assets • Developers deterred • Investment wasted • 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 • Negative impact on community cohesion 		

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	4/20 year development programme
Funding for detailed appraisal secured for 5 locations.		AD Development, Economy & Transport				

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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)
Communities & Local Government alerted to the impact of lack of funding and dialogue opened with External Partners.	As above	AD Medway Renaissance	As above			
Innovative solutions are being investigated to deal with the challenges for the provision and maintenance of effective infrastructure. Particular areas of concern are highways and water systems.			Proposals for Public Realm Strategy			

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Risk Ref : 20	Flu Pandemic	Owner : Andy McGrath	Portfolio Holder: Rehman Chishti	Current Risk Score : C1	Reviewed : Feb 2009
Link to Corporate Priority : Putting our customers at the centre of everything we do and Safer Communities					
Vulnerability		Trigger		Consequence	
Staff indirectly and directly employed by the Council. Contracted out services, closed communities, eg schools and residential care homes, Public events, Loss of revenue, closure of Medway facilities eg leisure centres		World Health Organisation Phase 6 UK Alert Level 2 – Virus isolated in the UK as virus spreads WHO Phase remains to the same but the UK Alert levels rise up to Alert Level 4 – Widespread activity across the UK.		<ul style="list-style-type: none"> • Increased demands on social care both in residential environment and in support of people discharged from hospital • Financial implications from loss of events revenue • High levels of staff absence resulting in a reduced service delivery in some cases leading to a failure to deliver statutory services • Failure by contractors to meet their obligations • Central Government decision to close schools • Low staff moral and increased levels of stress • Failure of small businesses • Excess deaths in the community, leading to the Council managing and financing • Possible staff deaths • Possible disruption to the democratic process • Increased level of customer complaints • Requests for mutual support and sharing services with NHS , neighbouring local authorities 	

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)
Joint working with KCC, NHS and local funeral directors on pandemic issues including technical aspects and impacts	Ongoing attendance at KRF Pandemic meetings. Work with Medway PCT to establish and plan local response	AD FLS, Head of Safer Communities/ Emergency Planning Children & Adult Services	Establishment of Medway Group to identify and address strategic issues and sign off any operational plans.	Assistant Directors/Service Managers attendance at Medway Group. Identification of mutual aid.	PCT lead first meeting early in the New Year	TBC

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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)
Draft joint Kent Resilience Forum Managing Excess Deaths Plan	Framework required by cabinet office end of December 2008 as part of KRF flu pandemic plan, GOSE audit	KRF/ Emergency Planning/ Environmental Health/ Bereavement & Registration services	Drafting of a Medway specific plan to detail operational response	Internal working group formed and excess deaths plan now in draft and being consulted on	TBC	TBC

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Risk Ref : 4	Performance management	Owner : Stephanie Goad	Portfolio Holder : Janice Bamber	Current Risk Score : C2	Reviewed : Feb 2009
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 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)
<p>New set of critical success factors being developed based around new national 198 indicator set.</p> <p>Critical success factors reviewed in response the Council Plan, these will be outcome focused and consist of the NIs and local indicators which monitor performance in achieving the Agreed priorities.</p>	Adequate	Assistant director communications, performance and partnerships with directors	<p>Completion of agreed 35 critical targets</p> <p>Completion of target setting for council plan action plan</p>	<p>Critical Success Factors used as key management tool to drive performance improvement. Positive performance trend</p>	Quarterly	<p>Commences July for second quarter monitoring in Oct/Nov.</p> <p>To be signed off June 2009 and monitored quarterly.</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>Feasibility study on new software to support performance management being carried out</p> <p>New performance management software purchased</p>	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. 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. Project Board in Place and PID agreed February 2009.</p> <p>Used system for 3rd quarter CSFs (reporting Sept – Dec 2008) Roll out programme with services started Jan 09</p>

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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. Review identified areas for development – focus has been service planning

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Risk Ref : 8a	Partnership Working	Owner: Stephanie Goad	Portfolio Holder: Janice Bamber	Current Risk Score: C2	Reviewed : Feb 2009
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 • Poor inspection outcomes • Statutory responsibilities 	

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	Scheduled for January 2009o – now formally to take place June
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	Scheduled for January 2009o – now formally to take place June

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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.
Chief Officers attend PCT Board meetings and ADs 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	
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		
Children's Trust in place	Effective transition from Children & Young Peoples Strategic Partnership to Children's trust	Director of Children & Adults, Caring & Learning with AD Childrens' Care	Draft Governance protocols agreed by December 08			December 2008

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Risk Ref: 9a	Delivering the Transformation Agenda	Owner: Rose Collinson	Portfolio Holder : Tom Mason	Current Risk Score : C2	Reviewed : Feb 2009
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 		

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Transformation – Staff Group for social care reform	<ul style="list-style-type: none"> • Transformation Board • Governance Structure • Toolkit • Social Care Reform Grant (funding dedicated project management resource) • All board members project sponsor trained • Each project has sponsor & manager 	<ul style="list-style-type: none"> • DASS • AD Social Care • Transformation Board managers • Project sponsors • Project managers 		Delivery of transformation programme within Government prescribed timescales	Monthly	On-going

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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	Transformation and Policy Service Manager	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 (e.g. 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

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Risk Ref : 13	Equalities and diversity legislation	Owner: Stephanie Goad	Portfolio Holder : Janice Bamber	Current Risk Score : C2	Reviewed : Feb 2009
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 		

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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 Where necessary Diversity Impact Assessments delivering improved outcomes for customers.	Nov 2008 April 2009	At each equal opps core value group meeting

Corporate Business Risk Register

Risk Ref : 16	Improvement Plan for Housing Service	Owner : Deborah Upton	Portfolio Holder : Howard Doe	Current Risk Score : C2	Reviewed: Feb 2009
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 strategic housing services identified a number of issues including lack of staff resources, no understanding of value for money and lack of work carried out in private sector housing. Action taken fails to improve the service.		Poor re-inspection in November 2009 may result in intervention.		<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	On -going	Completed
Implementation of the action plan arising from housing inspection	All identified actions by the audit commission have been pulled into an action plan and all issues raised in the inspection should be dealt with through this mechanism.	AD Housing & Corporate Services, CMT & Cabinet	Regular ongoing monitoring of the action plan by the AD, CMT and Cabinet.	Performance Assessment, Local Area Agreement, Public Service Agreements and new set of government indicators.	Monthly	1 st April 2009

Corporate Business Risk Register

Risk Ref : 2	Business Continuity and Emergency planning	Owner: Robin Cooper	Portfolio Holder : Alan Jarrett	Current Risk Score: D2	Reviewed: Feb 2009
Link to Corporate Priority : Safer Communities					
Vulnerability		Trigger	Consequence		
Recent national flooding events have brought into stark relief the extensive role local authorities play in managing major 'unforeseen' events. Medway Council may find itself tested in similar circumstances in the future. There are duties under the 'Civil Contingencies Act'		A significant adverse event occurs and the Council is found wanting in its planning and implementation.	<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 		

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)
<ul style="list-style-type: none"> • Emergency plan in place • Working on Flood Plan following recommendations on the Pitt Review • Working with KRF to : <ul style="list-style-type: none"> - put arrangements in place to identify vulnerable people; - draft guidance on humanitarian welfare centres - joint training; - annual strategic exercise 	Will be once in place	Emergency Planning Team	Continue the review process in light of new government guidance	NI37 Awareness of civil protection arrangements in the local area CO DSO	On-going	On-going

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)
<ul style="list-style-type: none"> • Gloucestershire County Council Model adopted and amended to reflect Medway's requirements; BCM Policy agreed . • BCM principles and project aims communicated to divisional management teams across the Council. • Development of a draft Corporate Recovery Plan ; • IT Recovery Plan in place • Agreement that all services will develop a service continuity plan. 	Work programme in place to implement the actions	Business & Quality Assurance Manager together with CMT; ADs and Service Managers	Plans need to be tested		Quarterly reports to CMT	On-going

Corporate Business Risk Register

Risk Ref : 7	Workforce Planning & Capacity	Owner : Neil Davies	Portfolio Holder: Janice Bamber	Current Risk Score : D2	Reviewed Feb 2009
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)
Currently developing a new people strategy which will encompass workforce development	Will need to ensure new strategy reflects: <ul style="list-style-type: none"> - Change management - Project management - Succession planning - Workforce planning arrangements - Competencies - Becoming an employer of choice - Data quality 	AD Organisational Services	CEX and Directors to support workforce planning and development activities within their directorates. Reporting arrangements for workforce planning and development are included in DMT's and services	<ul style="list-style-type: none"> • Staff turnover • Sickness absence levels • Levels of Qualification 	Quarterly	A draft strategy to CMT end of April and to Members in May