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CABINET

30 OCTOBER 2012

ANNUAL REVIEW OF RISK MANAGEMENT STRATEGY AND 6 MONTHLY REVIEW OF THE COUNCIL'S CORPORATE BUSINESS RISK REGISTER

Portfolio Holder: Councillor Alan Jarrett, Finance

Report from: Robin Cooper, Director of Regeneration, Community & Culture and Chair of Strategic Risk Management Group

Author: Joy Kirby, Quality Assurance & Client Manager

Summary

In accordance with paragraph 4.1 of the Council's Risk Management Strategy, this report is to discuss both the annual review of the Risk Management Strategy and the 6 monthly review of the Council's Corporate Business Risk Register

1. Budget and Policy Framework

1.1 The Risk Management Strategy underpins all aspects of Council work and is fundamental to the Performance Plan in terms of "giving value for money".

2. Background

2.1 **Risk Management Strategy** - The Cabinet undertook the annual review of the strategy on 20 December 2011 and agreed the strategy and officers' recommendations that no significant changes needed to be made at that time.

2.2 **The Corporate Risk Register** - was last reviewed by Corporate Management Team on 7 March 2012 and Cabinet on 14 April 2012. The following changes were made to the register at that time:

2.2.1 The risk rating for risk reference 27 – Government changes to Local Authority's responsibility for schools be reduced from B2 to C2 as we are clear and decisive about the actions we are taking as a council and increasingly so too are headteachers and chairs of governors

2.2.2   Risk Ref: SR29 -Transition to a new provider for mental health social care services be deleted as this was completed 1 February 2012.

2.2.3   Two proposals relating to Risk Ref: SR30- Delivering Better for Less transformation:
   a) reduce the list of triggers and corresponding actions to reflect progress made;
   b) given progress to date and the strength of governance of the programme the risk be down grade risk rating from B2 to C2.

2.3   **The Risk Management Audit 2010/2011** - confirmed that risk management arrangements are satisfactory. However it identified that training and arrangements regarding the creation of directorate risk registers require further development.

2.3.1   The Strategic Risk Management Group, in consultation with the Research and Review team (who manage Covalent), agreed a phased approach, to take this forward.

3.   Advice and analysis

3.1   **Risk Management Strategy** - The Strategic Risk Management Group has reviewed the Risk Strategy, (Appendix A) and recommended that no significant changes need to be made at this time.

3.2   **The Corporate Risk Register** - Risks owners have reviewed their risks and updated them as detailed in Appendix C and the following recommendations have been proposed:

3.2.1   SR 28 Implementation of the Government's agenda to the Health system – risk rating be increased from D2 to C2 to reflect the change in vulnerability arising from recent clarification on risks relating to finance and contracts.

3.2.2   SR 27 Government changes to Local Authority's responsibility for schools be increased from C2 to B2 to reflect the Council's increased vulnerability arising from the new OFSTED framework, which comes into place from September 2012, that replaces 'satisfactory' with 'requires improvement'. Any school with 2 consecutive 'requires improvement' will be in a vulnerable category. Medway currently has 23 schools with 2 consecutive 'satisfactory' inspection ratings and a further 11 with a single, current 'satisfactory' judgement.

3.2.3   SR 21 Procurement – risk rating be reduced from C2 to C3 to reflect the progress we have made in terms of embedding procurement processes across the Council which will be significantly enhanced by the introduction of the new Category Management Team.

3.2.4   A new risk SR 31 be created to reflect the Council's new public health responsibilities involving the transfer of staff, contracts and functions from Medway PCT.

3.3   Appendix B - Record of Amendments, summarises the amendments to the risk register.

3.4   **The Risk Management Audit 2011/2012** – confirmed that risk management arrangements are satisfactory. However, it identified that the phased approach to delivering training and the creation of directorate risk registers has not been developed as quickly as planned.

3.4.1   Further work has been carried out since the Audit was carried out this includes:
        a) Risk management information is now available on the intranet
        b) three training sessions for officers have been arranged for 17 October 2012, 6 December 2012 and 11 February 2012
        c) the report writing guidance has been amended to include risk ratings which will help Members determine the potential impact and likelihood of the risks occurring.
        d) service risks have been uploaded in the Covalent and reports are being developed to produce directorate risk registers which will be circulated to departmental management teams during October.

4.   Consultation

4.1   The Strategic Risk Management Group and risk owners have been consulted on the proposed amendments to the risk register. Members are consulted on the both the Risk Management Strategy and the Corporate Risk Register via reports to both Overview and Scrutiny and Cabinet.

5.   Business Support Overview and Scrutiny Committee

5.1   The Business Support Overview and Scrutiny considered this report on 25 September 2012 and recommended that it would be more appropriate to consider reducing the risk rating for SR21 Procurement in six months time, as the new Category Management team had not yet had time to become established and embed the new procurement processes across the Council.

6.   Financial, legal and risk implications

6.1   This report brings forward the annual review of the Council's Risk Strategy and the six monthly review of the Council's risk register both of which are integral to the Council's approach to risk management.

6.2   There are no direct financial or legal implications arising from this report although clearly the inability to control or mitigate risks could have a financial or legal impact. Risk rating for this report is E3 (Likelihood: very low, Impact: Marginal).

7.   Recommendation

7.1   The Cabinet is asked to:
a)   consider the comments and recommendation of the Business Support Overview and Scrutiny Committee set out in paragraph 5.1 of the report;
b)   approve the Risk Management Strategy, as set out in Appendix A to the report;
c)   approve the amendments to the Council's Risk Register as detailed in section 3 of this report.

8.   Suggested reasons for decision

8.1   The establishment of a corporate framework for risk management is recommended by CIPFA and SOLACE and will complement and support the work already being carried out within each directorate to manage risks.

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Appendices: Appendix A - Risk Management Strategy
Appendix B - Record of Amendments
Appendix C - Corporate Business Risk Register

Background papers:

Management Action Plan 2011/12 - *Review of Risk Management Report* to the Audit Committee 26 September 2012
http://democracy.medway.gov.uk/mgconvert2pdf.aspx?id=17788

Medway Council
Risk Management Strategy

1. Introduction

1.1 Risk management is an integral part of good governance. The Council recognises that it has a responsibility to identify and manage the barriers to achieve its strategic objectives and enhance the value of services it provides to the community.

1.2 This strategy incorporates and:

- promotes a common understanding of risk;
- outlines roles and responsibilities across the council;
- proposes a methodology that identifies and manages risk in accordance with best practice thereby seeking to prevent injury, damage, loss and reducing the cost of risk.

1.3 The strategy sets out:

- a definition of risk and what is meant by risk management
- actions that need to be taken.
- roles and responsibilities

1.4 The strategy will be reviewed annually to ensure that it remains up-to-date and continues to reflect the Council's approach to risk management.

2. The Benefits of Risk Management

2.1. The following diagram sets out the benefits that are associated with sound risk management.
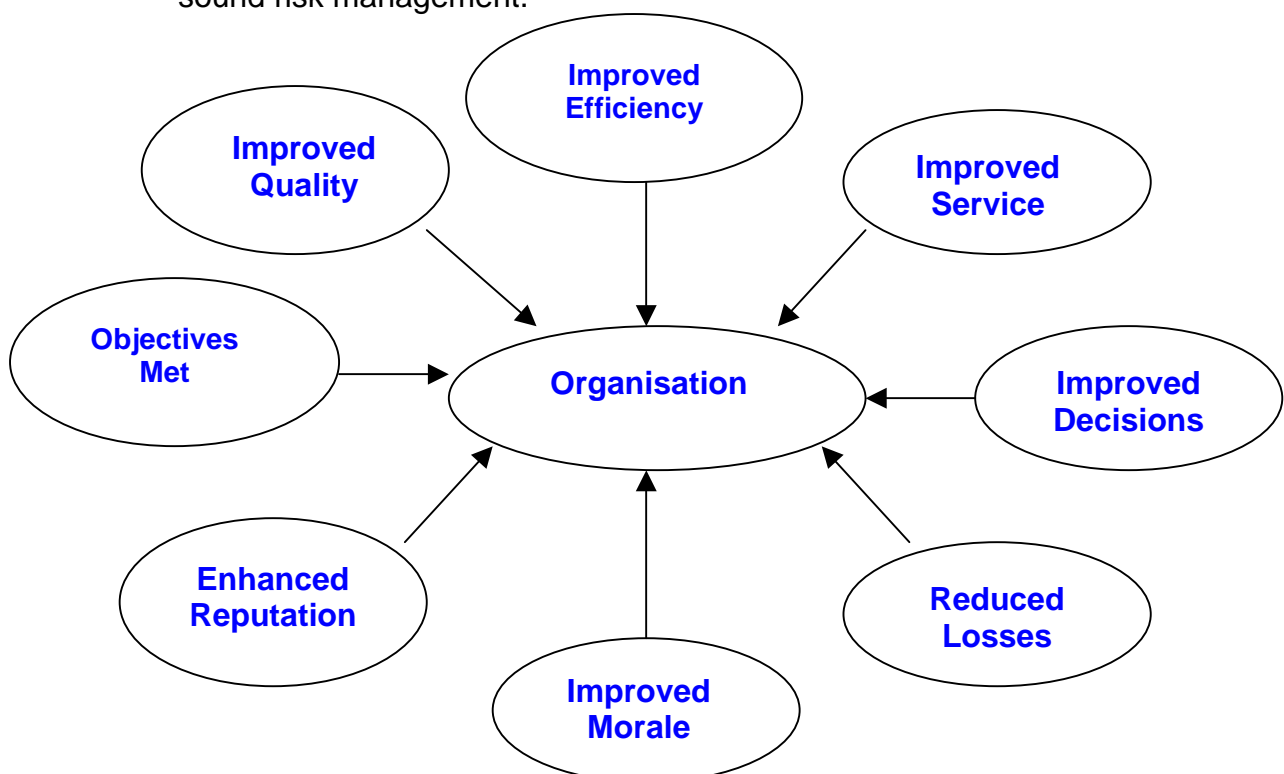
Medway Council
Risk Management Strategy

3. What is Risk Management?

3.1 Risk management is a focus on the risks facing the Council, making the most of opportunities (making the right decisions) and achieving objectives once those decisions are made.

3.2.1 The process of risk management can be illustrated through the risk management cycle:

Zurich Municipal Management Services
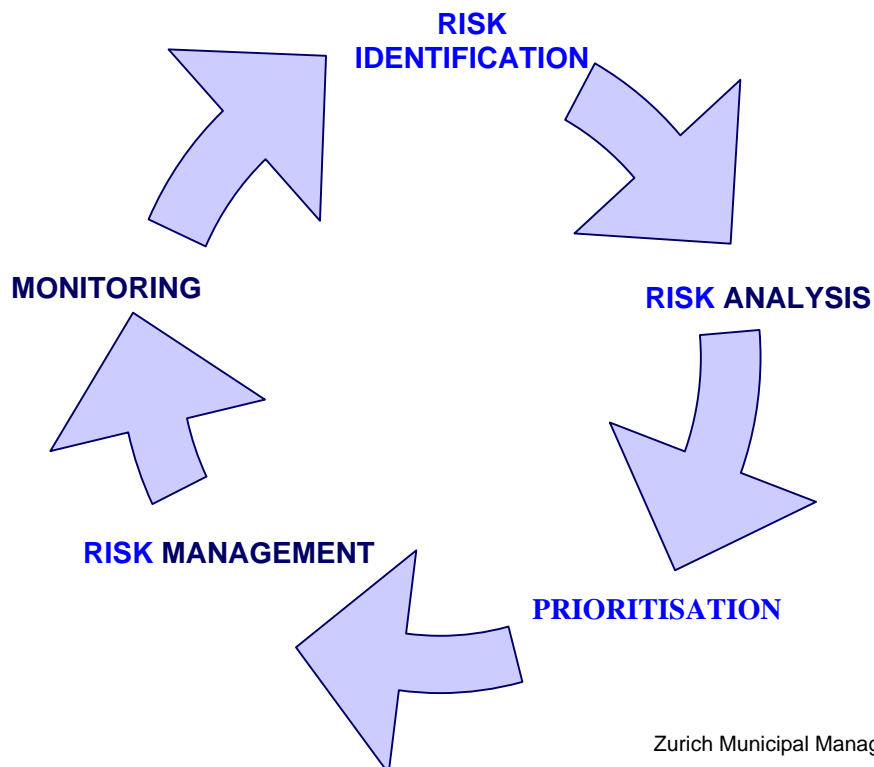
3.3 Risk helps to deliver performance improvement and is at the core of decision-making, business planning, managing change and innovation. It needs to be practised at both management and service delivery level. It enables the effective use of resources, secures the assets of the organisation and its continued financial and organisational well-being

3.4 There are two types of risks:

direct threats (damaging events/issues) which could lead to a failure to achieve objectives. An example might be severe flooding in Strood affecting the local economy and residential properties.
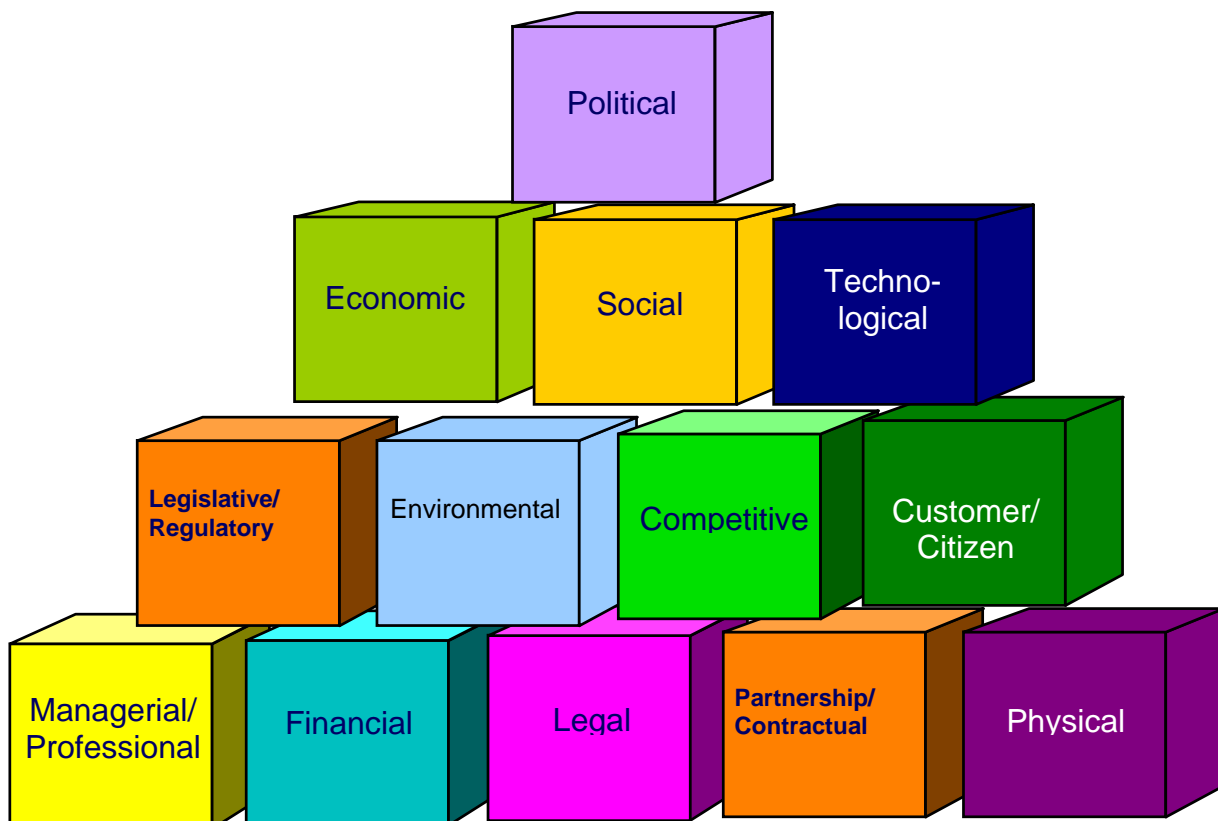
Medway Council
Risk Management Strategy

opportunities (constructive events/issues) which if exploited could offer an improved way of achieving objectives , but which are surrounded by threats. An example was the move to the new Corporate HQ with all ICT in one building. Having established a potential risk there is a need to work on a strategy to mitigate the risk. This particular risk has been successfully dealt with.

3.4.1   Business v Operation risks

Business/service risks : Those which have been identified as potentially damaging to the achievement of the Council's objectives and departmental/ service business plans.   An example might be a major fire in a Council School.

Operational risks: Risks which managers and staff are likely to encounter in the day-to-day work situations. An example might be a loss of key staff.

3.5   Risk is a condition, an act, situation or event with the ability or potential to impact on customers, units/departments by either enhancing or inhibiting corporate/departmental performance, attainment of corporate/ departmental objectives or meeting customers and stakeholders' expectations.   The Scope of Business Risk model below shows the number of areas that can be affected.

Zurich Municipal Management Services

3

**Medway Council
Risk Management Strategy**

3.6　Risk are benchmarked against corporate goals:

a)　**Impact:**　To what extent the issue, assuming it were to manifest itself to the degree defined in the consequences, would impact on the organisation's ability to achieve its vision, aims and priorities?　These are measured as:

I	Catastrophic (Showstopper)
II	Critical
III	Marginal
IV	Negligible

b)　**Likelihood: (resource allocation**): Taking into account existing measures to manage issue (not those planned or not yet in operation), how likely is the 'impact' to occur within the timeframe of the corporate plan? i.e. 2007/10.　These are measured as:

A	Very high
B	High
C	Significant
D	Low
E	Very low
F	Almost impossible

3.7　It may not be cost-effective to manage all risks – even significant ones. In these circumstance the Council may decide to tolerate the risk.

To help the council make that decision all risks will be categorised using the measures detailed at 3.6 and plotted against the Council's Strategic Risk Profile shown below:

	IV	III	II	I
A	▓			
B	▓	▓		
C	▓	▓		
D	▓	▓	▓	▓
E	▓	▓	▓	▓
F	▓	▓	▓	▓

The Council have agreed the tolerance line be drawn at CII (Significant & Critical).　The council will then decide what action to take to monitor such risks.

4

3.8   Risks will be regularly monitored using service planning and AD Quarterly reports and the Council's performance management system (Covalent). Risks above the tolerance line (CII) will be escalated to the next management level as detailed in Appendix 1.

3.9   Effective risk management includes regularly reviewing our emergency planning programmes and service continuity management to maintain a high standard in our response to potential crises. This means developing, implementing and maintaining an action oriented process for responding to any emergency, managing major incidents and recovering the service level to the local community.

4.   Roles & Responsibilities

4.1   The following details the roles and responsibilities for delivering risk management.

Who	Roles & Responsibilities
Members	• commit to the Risk Management Strategy • review risks through the 6 monthly reports on key strategic risks and information contained in the Council Plan, Cabinet reports and AD quarterly reports. • Relevant Overview and Scrutiny Committees receive reports on key service risks.
Management Team (MT)	• review and manage the Council's key strategic risks every 6 months. • provide leadership and support to promote a culture in which risks are managed with confidence at the lowest appropriate level
Strategic Risk Management Group (Membership shall be: A chairman who is a nominated director and one representative from each Directorate with an overall responsibility for risk issues.)	• chair of group to sponsor risk management at MT (currently Director of Regeneration, Community and Culture). • ensure the Council's key strategic risks are reviewed, updated and presented to MT every 6 months. • regularly review the risk management and control process employed across the Council.

Medway Council
Risk Management Strategy

Who	Roles & Responsibilities
Strategic Risk Management Group	• review any findings and recommendations of the external auditors, internal audit or other third party in relation to risk management. • review the impact of any changes in the organisation on the risk management process and the response to these changes including the update of the risk register. • champion risk management, the practice, risk awareness and buy in across the organisation. • champion and oversee the implementation of business continuity planning for the organisation • oversee the development of service continuity plans and provide strategic support for the emergency planning service.
Directorate Management Teams (DMT)	• ultimate responsibility for the management of all directorate risks and maintenance of a sound system of internal control within the directorate and across partnership working • review and monitor the effectiveness of the risk management actions relative to the significant key risks to the directorate on a quarterly basis. • reflect significant changes to business objectives and related risks and, where relevant, address them in the Directorate Business Plan.
Assistant Directors	• oversee the effective implementation of risk management within their service area within the agreed principles and framework • discuss significant key risks and risk management actions with their portfolio holders and report on progress through the AD Quarterly Reports. • alert Directorate Management Team (DMT) if impact or likelihood of the risk increases.

6

Medway Council
Risk Management Strategy

Who	Roles & Responsibilities
Service Managers	• identify risks for their service areas, assess them for likelihood and impact, propose actions to mitigate them and allocate responsibility for the controls mitigating the risk. • record them into service plans. • discuss significant key risks and risk management actions with AD and reporting progress through the AD Quarterly Reports. • alert their line manager if impact or likelihood of the risk increases.
Staff at all levels within the council	• identify, assess and report risks within their service areas • practice risk management in their day to day activities • alert their line manager if impact or likelihood of the risk increases.

7

Medway Council
Risk Management Strategy

5**.** **Progress on actions identified when the strategy was first agreed by Cabinet in April 2006.**

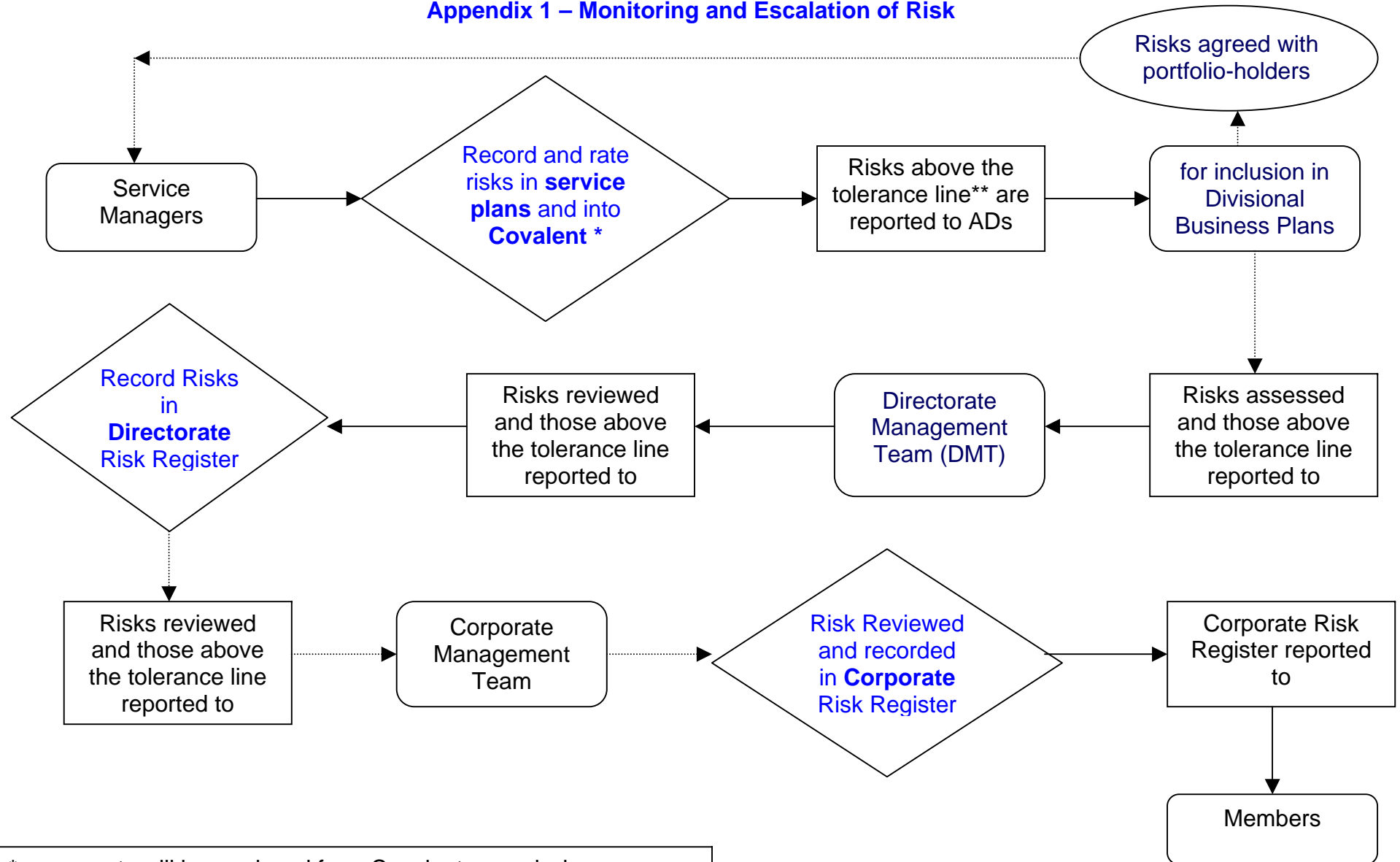| Action	How	By Whom	Progress
Council agrees the risk management strategy	Cabinet and O&S Committees.	Business Support O&S Committee and Cabinet	Cabinet (24/04/06) agreed the strategy. Business Support O&S (13/04/06) concentrated on the key risk analysis tables. Business Support O&S (16/10/07) recommended approval of the revised Risk Management Strategy to Cabinet..
Nominate a Member to sponsor risk management	Councillor Alan Jarrett has agreed to undertake this role		Councillor Alan Jarrett continues to undertake this role
CMT and Members to regularly review key strategic risks	Determine dates for meetings and arrange a slot on the agenda.	Quality Assurance & Client Manager (RCC) & Democratic Services	6 monthly reviews of the Council's key strategic risks have been implemented for CMT and Members.
Adopting an alternative Cabinet report format that includes a clear 'opportunities and risks' section.	Guidance to be issued to report authors	AD Customer First, Democracy & Governance	Cabinet report template now revised to include a specific section on risk.
Nominate representatives for the Strategic Risk Management Group (SRMG) and arrange meeting dates	a) Directors to inform Chairman of the Group. b) Arrange dates for future meetings	a) Directors b) Quality Assurance & Client Manager (RCC)	a) SRMG meet every three months with representatives from directorates. b) Future meetings arranged

9

Medway Council
Risk Management Strategy

Action	How	By Whom	Progress
Foster a culture for risk management	a) Adopt the roles and responsibilities contained in the risk management strategy b) Training for staff c) Communicate the requirement for effective risk management to members, staff and partners through team briefings and the intranet.	a) Cabinet b) Quality Assurance & Client Manager (RCC) with Organisational & Learning Development? c) Quality Assurance & Client Manager (RCC) with service managers and corporate Communications.	a) Roles and responsibilities were agreed when strategy was adopted. b) CMT has agreed to a programme of training. Phase 1 - training for Senior Management. Took place in August 2007, Phase 2 – training for Members and service managers took place in February 2008 and February 2009, Further Member Training took place in August 2011. Phase 3 - implement refresher training for managers and train new managers as appropriate. c) Communication for both members and mangers takes place through training and the Council's intranet.
Manage risks at the lowest level at which the manager has authority, responsibility and resources to take actions	a) Include risk management in staff induction. b) Discuss risks at team meetings and one-to-one meetings.	a) Quality Assurance & Client Manager (RCC) with Organisational Learning & Development. b) Service and team managers	a) risk management is included in the Managers' Induction pack. b) on-going

10

Medway Council
Risk Management Strategy

Action	How	By Whom	Progress
Ensure all relevant key risks are recorded in a Corporate risk register.	Identify existing systems and processes and work towards integration where appropriate.	Strategic Risk Management Group	It has now been agreed that there will be a corporate risk register (determined and agreed at CMT) and service risk registers (determined by directorates). It is proposed that relevant risks identified through DMTs will be put forward to CMT to be considered for inclusion in the corporate risk register.
Integrate risk management into the service planning process	Service planning templates include a risk section.	Research & Review	Service planning template includes a section for the identification and management of risks. These will eventually be recorded in Covalent, the Council's performance management system.
Strive to improve the effectiveness of our risk management arrangements and learn from our experience.	a) Review recommendations of auditors, both internal audit or other third party in relation to risk management. b) ensure risks are regularly reviewed at all levels across the organisation. c) risks are escalated as appropriate. d) the Strategic Risk Management Group to monitor the effectiveness of the arrangements.	a) Strategic Risk Management Group & CMT b) Strategic Risk Management Group c) All staff d) Strategic Risk Management Group.	a) The SRMG have review, and developed action plans to address the issues identified in the internal risk management audit 2010/11. b) & c) The SRMG are reviewing procedures to ensure appropriate links are made to the Council's performance reporting system. d) To be progressed once (b) & (c) above have been agreed.

11

Medway Council Risk Management Strategy
Appendix 1 – Monitoring and Escalation of Risk

Risks agreed with portfolio-holders

Service Managers → Record and rate risks in **service plans** and into **Covalent** * → Risks above the tolerance line** are reported to ADs → for inclusion in Divisional Business Plans

Record Risks in **Directorate** Risk Register ← Risks reviewed and those above the tolerance line reported to ← Directorate Management Team (DMT) ← Risks assessed and those above the tolerance line reported to

Risks reviewed and those above the tolerance line reported to → Corporate Management Team → Risk Reviewed and recorded in **Corporate** Risk Register → Corporate Risk Register reported to → Members

* – reports will be produced from Covalent as and when required.
** - tolerance line is currently C2

Created March 2006, reviewed annually, last review August 2012

SUMMARY OF CORPORATE RISK REGISTER – RECORD OF AMENDMENTS

Risk Ref	Rating Sep 10	Rating Mar 11	Rating Sep 11	Rating Feb 12	Proposed Rating	Movement	Risk Description	Owner	Portfolio Holder	Link to Corporate Priority
3b	A1	A1	A1	A1	A1	→	Finances - longer term	Chief Finance Officer	Alan Jarrett	Giving value for money
19	A2	A2	A2	A2	A2	→	Down turn in the economy	Chief Executive	Alan Jarrett	Giving value for money
9b	B2	B2	B2	B2	B2	→	Keeping vulnerable young people safe and on track	Director Children and Adults	Les Wicks and David Wildey	Children & young people having the best start in life
13	B2	B2	B2	B2	B2	→	Equalities & Diversity	AD Communications, Performance and Partnerships	Tom Mason	Putting our customers at the centre of everything we do
17	B2	B2	B2	B2	B2	→	Delivering Regeneration	Director Regeneration, Community and Culture	Rodney Chambers	Everyone benefiting from the area's regeneration
26			B2	B2	B2	→	Looked after children	Director Children and Adults Services	David Wildey	Children & young people having the best start in life
27			B2	C2	B2	↑	Government changes to Local Authority's responsibility for schools	Director Children and Adults Services	Les Wicks	Children & young people having the best start in life
4	C2	C2	C2	C2	C2	→	Performance Management	AD Communications, Performance and Partnerships	Alan Jarrett	Giving value for money
25			C2	C2	C2	→	Adult Social Care Demographics	Director Children and Adults Services	David Brake	Adults maintaining their independence and live healthy lives
28			D2	D2	C2	↑	Changes to the Health System	Director of Public Health	David Brake	Putting our customers at the centre of everything we do
30			B2	C2	C2	↓	Delivering Better for Less Transformation	AD Communications, Performance and Partnerships	Alan Jarrett	Giving value for money
31					C2	→	Public Health Transition	Director of Public Health	David Brake	Putting our customers at the centre of everything we do
21	A2	A2	C2	C2	C3	↓	Procurement	Chief Finance Officer	Alan Jarrett	Giving value for money
22	D1	D1	D1	D1	D1	→	Treasury Management	Chief Finance Officer	Alan Jarrett	Giving value for money
2	D2	D2	D2	D2	D2	→	Business Continuity & Emergency Planning	Director Regeneration, Community and Culture	Alan Jarrett	Putting our customers at the centre of everything we do

Last updated August 2012

CORPORATE RISK REGISTER

RISK MATRIX - STRATEGIC PROFILE FOR AUGUST 2012

	IV	III	II	I
A			19	3b,
B			9b, 13, 17, 26, 27	
C		21	4, 25, 28, 30, 31	
D			2	22
E				
F				

Likelihood

Impact →

Likelihood:

A   Very high
B   High
C   Significant
D   Low
E   Very low
F   Almost impossible

Impact:

I   Catastrophic (Showstopper)
II   Critical
III   Marginal
IV   Negligible

Covalent - August 2012

CORPORATE RISK REGISTER

SR 03b	Finances - longer term		Owner	Chief Finance Officer	Finance & Deputy Leader's Portfolio	Current Risk Score	A	I	Reviewed	10-Aug-2012
Link to Corporate Priority		**Giving Value for Money**								

Vulnerability		Trigger	Consequences
The Medium Term Financial Plan and SR 2010 identify both significant cost pressures for the Council and unprecedented cuts in funding over the next 3 years. The settlement for 2012/13 confirmed a further 8% cut in grant support and although there is to be a review of the distribution formula for 2013/14 there is no guarantee that this will be beneficial in terms of avoiding further cuts to grant and the MTFP predicts further cuts of 4% in both 2013/2014 and 2014/15. In addition changes to the Council Tax Benefit Scheme could add a significant (£4m) cost burden to the Council.		Announcement of the Spending Review in October 2010 and settlement detail in December 2010 has confirmed fears of unprecedented funding reductions for both revenue and capital. Failure to agree a scheme for localising Council Tax Benefit by 31 March 2012 that will meet all costs.	Very difficult decisions around funding allocation Service cuts Quality of service compromised. Cutback in staffing on an already lean organisation VFM Judgement Negative local publicity. Damage to reputation.

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR 03b.01	Need to ensure effective response/lobbying to Govt proposals for CSR and settlement and target media campaign in support	Chief Finance Officer	Co-ordinate responses with members, Brief MP's, Agree media campaign, Solicit support from peer authorities/partnerships.	VFM Judgement - adequacy of financial planning, effective budgetary control.	On-going	Six monthly
SR 03b.02	Align priorities and activity of the council to resource availability through MTFP process.	Corporate Management Team	Co-ordinate responses with members, agree media campaign, solicit support from peer authorities and partners.	VFM Judgement - adequacy of financial planning, effective budget control, balanced budget and adequacy of reserves.	September 2012 to February 2013 for 2013/14 Budget and Council Tax. Ongoing for 2013-2015	6 monthly then monthly from September onwards
SR 03b.03	Create resources for investment priorities	Corporate Management Team	- Track funding opportunities - Maximise asset values for disposal - Consider prudential borrowing	- External investment - Asset release - Revenue cost associated with prudential borrowing	On-going	Six monthly
SR 03b.04	Lobby MPs and Government both directly and in concert with other Local Authorities to extend timescales and recognise cost burden of changes to Council Tax Benefit Scheme	Chief Finance Officer	- Realistic timeframe. - Recognition of cost burden in future settlement	A Sustainable, realistic scheme	Government timescale means: - Consultation in Autumn - Scheme in place by 31/03/13	Monthly

2

Covalent - August 2012

CORPORATE RISK REGISTER

SR 19	Down turn in the economy		Owner	Chief Executive	Finance & Deputy Leader's Portfolio		Current Risk Score	A	II	Reviewed	01-Aug-2012

Link to Corporate Priority	Giving Value for Money

Vulnerability	Trigger	Consequences
A continual downturn in economic conditions would impact upon the Council's ability to: 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; b) deliver the capital programme with reduced receipts; c) balanced budgets with reduced income through fees and charges; d) take forward Medway's regeneration and educational agenda.	A worsening global economic climate that impacts upon Medway - recession. Changes to benefit regimes that reduce disposable income for vulnerable groups	- 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 - Reduced fees and charges income - Potential debt arrears (both council and others) - Increased benefit take up

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR 19.01	Regular monitoring of economic downturn by Corporate Management Team and Medway Economic Board	Director of Regeneration, Community and Culture	Performance indicators on downturn examined regularly	Continue to assess the situation	- Council income - Planning and Building Control applications - Vacancy rates - Houses under construction - Benefit take-up - Leisure income	Quarterly
SR 19.02	Medway Plan for local businesses	Director of Regeneration, Community and Culture	Helping local businesses to survive the recession.	Continue to assess the situation	- all invoices paid in 20 days - Opportunities for local firms to bid for contracts	Monthly
SR 19.04	Review investment strategy for regeneration/education initiatives	Chief Finance Officer	Assess funding streams and adjust spending priorities	Continue to assess the situation	Capital monitoring reports	Monthly
SR 19.05	Regular reports on capital programme to Management and Members	Chief Finance Officer	Reports based on historic data forecast to end of year position	• Finance Teams to produce data in collaboration with Managers. • Management to identify corrective action. • Members (Cabinet) to approve action, implement effective project management and capital monitoring arrangements	Monitoring reports	Quarterly
SR 19.06	Create schemes to deliver safety net provisions	Chief Finance Officer	Support for the most vulnerable	DHP/CTB payment schemes	Monitoring reports	Monthly

3

Covalent – August 2012

CORPORATE RISK REGISTER

SR 09b	Keeping vulnerable young people safe and on track	Owner	Director of Children and Adults Services	Children's Services Portfolio	Current Risk Score	B	II	Reviewed	13-Aug-2012

Link to Corporate Priority	Children & Young People in Medway have the best start in life

Vulnerability	Trigger	Consequences
- There are more, younger, people coming into the system with intensive support SEN needs. - These services represent major components of the Council's funding provision; - Changes in the youth justice system requiring new skills set within existing practitioners and changes to funding requirement for remand.	The Council is unable to address these issues with cost effective, innovative solutions.	Poorer outcomes for children and young people Costs spiral with consequences across the Council Revenue problems not resolved by capital investments Impact on statutory responsibilities and regulatory judgement

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR 09b.04	A 5 year SEN Strategy setting out milestones towards more inclusive, VFM, local provision to meet the needs of CYP with SEN,has been developed.	Inclusion & Improvement (AD)	Ensuring service delivered within budgetary constraints	Strategy adopted by Cabinet in January 2010 and provision developed.	Less out of area SEN placements; more children being educated in mainstream schools with outreach; Increased local specialist provision	SEN data is reviewed as part of the AD's quarterly performance digest and ADQ.
SR 09b.05	Ensure practitioners are equipped to be compliant with changes in the Youth Justice system and that monitoring systems are in place to track this. Begin to plan intensive interventions that would be used as an alternative to custody - DfE bid submitted to research needs and most effective interventions to support young people on edge of offending.	Inclusion & Improvement (AD)	- Lower numbers of first and repeat entrants to the YJS. - Lower number of custodial and repeat custodial sentences. - Effective analysis of data to inform practitioners input. - Ensuring service delivered within budgetary constraints. - Magistrates have confidence in interventions. Suitable placements are developed for vulnerable children which keep them safe and enable magistrates to impose on the order as an alternative to secure remand	Performance is monitored monthly (proxy figures) and quarterly (YJB information) 1: 1 meetings with Head of Service Business case for preventative support.	Grant provided by MoJ for developing alternatives to custodial remand is used effectively for innovative support and budget not exceeded by custody bill. Successful bid to DfE. Needs assessment being commissioned.	The number of YOT clients are reviewed monthly and quarterly with reports being taken to the YOT management board (chaired by CEO)

4

Covalent – August 2012

CORPORATE RISK REGISTER

SR 13	Equality and diversity		Owner	Communications, Performance & Partnerships (AD)	Finance & Deputy Leader's Portfolio	Current Risk Score	B	II	Reviewed	13-Aug-2012

Link to Corporate Priority	Putting our customers at the centre of everything we do

Vulnerability	Trigger	Consequences
Ensuring the council complies fully with its duties under equalities legislation to carry out diversity impact assessments. Public sector spending cuts allied with the passing of the Equality Act 2010, increase the profile of equalities issues and the potential for claims, including court action, if DIA processes are not rigorous or given appropriate consideration in decision making. The effectiveness of DIAs is dependent upon services routinely gathering equalities data about the patterns of usage of their service and the difference they make and using data and intelligence to inform impact assessments.	A case is brought and the council is found to have failed its duties under equalities legislation	Cost to go to a tribunal Not meeting people's needs Financial liability / court action Seen as a poor employer Loss of reputation Adverse inspection for children and adults services

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR 13.02	Policies on Cabinet forward plan given focused corporate support to ensure DIAs are completed	Communications, Performance & Partnerships (AD)	All policy documents have a robust DIA which is undertaken at an early stage in policy formation.	- Programme for carrying out diversity impact assessments in place for all service areas and being carried out. - Relevant policies and significant changes to service due to go to cabinet are not considered unless DIA has been carried out - Item on agenda of meetings for Equal and Access Group - DIA review group is now established to improve consistency of DIAs across the authority, Positively, external inspectors have described the DIA process as sound.		Quarterly
SR 13.04	Contract let for external support and challenge to take forward impact assessment and embedding approach to equalities	Communications, Performance & Partnerships (AD)	Services routinely gather equalities information and carry out effective impact assessment to identify and deliver any necessary mitigations if potential adverse impact is identified.	Quarterly progress reports from contractors. Currently supporting customer contact, adult social care changes and council tax benefit changes.		Quarterly

5

Covalent – August 2012

CORPORATE RISK REGISTER

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR 13.05	New operating arrangements for performance and intelligence hubs created as strand of better for less are seeking to further mainstream equalities into customer insight and business planning	Communications, Performance & Partnerships (AD)	Services routinely gather equalities information and carry out effective impact assessment to identify and deliver any necessary mitigations if potential adverse impact is identified	New operating structures and procedures to continue to improve quality of equalities information collected and used.		Quarterly with post implementation review in 12 months

Covalent – August 2012

CORPORATE RISK REGISTER

SR 17	Delivering regeneration		Owner	Director of Regeneration, Community and Culture	Leader's Portfolio		Current Risk Score	B	II	Reviewed	01-Aug-2012

Link to Corporate Priority	Everyone Benefitting from the Areas Regeneration

Vulnerability	Trigger	Consequences
Medway's regeneration plans to regenerate the area to attract 30,000 people to Medway up to 20,000 jobs and 17,000 new homes in the next 20 plus years. There are challenges for the provision and maintenance of effective infrastructure. Particular areas of concern are flood protection, highways and water capacity. 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. The programme will be significantly affected by the current economic down-turn. At present funding for future regeneration is uncertain.	The Council fails to achieve the economic, social and infrastructure regeneration agenda	Regeneration projects not completed 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

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR 17.01	Outline infrastructure needs identified.	Director of Regeneration, Community and Culture	Completion of a Community Infrastructure Levy policy and identification of inward investment priorities.	Start made on key regeneration sites	- Generation of funds to carry out the work and investors confidence; - 20 year development programme	Quarterly
SR 17.02	Homes and Communities Agency (HCA) alerted to the impact of lack of funding and dialogue opened with External Partners.	Director of Regeneration, Community and Culture	HCA confirm any funding commitments and business plans for all ex-SEEDA sites Stewardship agreements completed for each HCA site	Funding identified to continue regeneration.	Regeneration projects agreed with Members	Quarterly
SR 17.04	Regular meetings with stakeholders to lever in external funding and bring forward transformational programmes.	Director of Regeneration, Community and Culture	External financial arrangements to fund transformational programmes and deliver plans that are implemented on time and to budget	Investors come forward for regeneration sites.	As detailed in individual delivery plans	monthly

Covalent – August 2012

CORPORATE RISK REGISTER

SR 26	Maximising outcomes for Looked after Children in the context of increasing demand	Owner	Director of Children and Adults Services	Children's Services Portfolio	Current Risk Score	B	II	Reviewed	10-Aug-2012

Link to Corporate Priority	Children & Young People in Medway have the best start in life

Vulnerability	Trigger	Consequences
The council cannot narrow the gap in outcomes between children in care and their peers. The continuing high demand for services for children in need, including the need for protection and looked after children puts pressure on the council's ability to invest in preventative services.	The Council is unable to address this issue with cost effective, innovative solutions. Numbers of children in care and those with high level child protection needs increase. Increased caseloads impact on quality of work being undertaken with children in need, including the need for protection and looked after children. Work with children and families is not carried out in a timely and planned manner and the resultant drift adversely impacts on caseloads.	- Costs spiral with consequences across the Council. – limits ability to divert resources to early help which ultimately must be part of the solution to increasing numbers of looked after children and preventing children and young people from becoming subject to child protection plans. – Poorer outcomes for children and young people. - Impact on statutory responsibilities and regulatory judgement. - Local placement capacity may be exhausted leading to more expensive out of area placements which may not best meet the needs of children and young people.

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR 26.01	End to end review of looked after children processes, needs analysis and evaluation of effectiveness of early help being commissioned	Strategy & Commissioning (AD)	Service is delivered within budgetary constraints whilst maintaining the safety of children and young people.	Business case to inform budget decisions on investment in early help	Work commissioned	Reviewed monthly
SR 26.02	Implementation of Social Care Division Plan which includes further development of the Medway Model of social care practice to ensure all staff understand expectations on high quality practice and assessment	Children's Social Care (AD)	All staff effectively analyse information, assess risks to children and develop SMART care plans that make a positive difference for children in need, including the need for protections and subject to Child Protection Plans.	The Division Plan evidences demonstrate improvements in quality and consistency of practice	Practice evidencing impact	Monthly
SR 26.03	Implementation of the Children's Social Care Quality Audit Framework	Children's Social Care (AD)	Good quality and consistent practice	Audits are completed as per the QA framework.	The learning points from completed audits are aggregated so as to inform learning.	

Covalent – August 2012

CORPORATE RISK REGISTER

SR 27	Government changes to Local Authority's responsibility for schools	Owner	Director of Children and Adults Services	Children's Services Portfolio	Current Risk Score	B	II	Reviewed	13-Aug-2012
Link to Corporate Priority			Children & Young People in Medway have the best start in life						

Vulnerability	Trigger	Consequences
Councils are accountable for the outcome of poor performance of schools including independent, academies and free schools but have reduced levers for change. There is a new OFSTED framework in place from September 2012 which replaces 'satisfactory' with 'requires improvement'. Any school with 2 consecutive 'requires improvement' will be in a category . Medway currently has 23 schools with 2 consecutive 'satisfactory' inspection ratings and a further 11 with a single, current 'satisfactory' judgement.	A failing OFSTED inspection for a maintained school for whom the Council has a statutory responsibility	• Impact on children and families of being in a school that fails to provide quality provision which maximises learning outcomes • Performance ratings as measured through Ofsted reports and Performance tables impact on parental and community confidence. • Financial consequences • The DfE will expect that the school becomes a sponsored academy with further financial consequences to Medway including an expectation that the LA pays the legal costs for the transfer • Damage to reputation • Impact on statutory responsibilities and regulatory judgement • Progress and progression for children & young people are impacted negatively

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR 27. 01	School data shows under achievement based on Fisher Family Trust predictions.	Inclusion & Improvement (AD)	Schools results in line with or exceed nationally expected progress measures.	- School Improvement Team (SI) support schools to identify actions needed to improve pupil progress - Data shows progress to be in line with FFT of similar schools nationally and then to be in upper quartile	- Number of schools below floor threshold reduces - Number of schools in an OFSTED category reduces and remains low.	AD Performance Digest CPR meetings with head and Chair of Governors
SR 27.02	The proportion of schools in Medway with an OFSTED judgement of satisfactory is higher than National and the proportion of schools with good is lower than National	Inclusion & Improvement (AD)	Schools move up from Satisfactory to Good and from Good to Outstanding	- Core SI training developed and delivered in a targeted way - OFSTED preparation in place for Senior Leadership Team (SLT) and Governors - NLES and LLEs linked to schools to give additional experience to draw on for delivering "Good" - Work closely with the teaching school alliances to develop leadership across subject areas	OFSTED judgements place more schools in the Good or Better categories	SI team meetings AD Performance Digest OFSTED Feedback

9

Covalent – August 2012

CORPORATE RISK REGISTER

SR 04	Performance Management		Owner	Communications, Performance & Partnerships (AD)	Finance & Deputy Leader's Portfolio	Current Risk Score	C	II	Reviewed	13-Aug-2012

Link to Corporate Priority	Giving Value for Money

Vulnerability	Trigger	Consequences
There have been in the past concerns that performance is not consistently managed across the council. The Council has introduced a comprehensive performance management (and business planning) framework. The major risk is that the removal of CAA will lead to less priority and focus being given to effective management of performance - at council wide and service levels.	The council fails to embed a robust performance management system	• The Council is not clear on what it wants to achieve so cannot demonstrate difference it is making to the public • customers do not receive the services they need • Silo-ism reinforced • Rate of improvement is impeded • Not getting Value for Money or able to evidence it

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR 04.08	Review performance management resource deployment across the council as part of better for less vfm project	Communications, Performance & Partnerships (AD)	More effective performance management arrangements	An effectively resourced performance management framework to drive performance improvement	Staff consultation finished end July and new structures now confirmed. Recruitment commences September. This will deliver increased capacity on performance and intelligence in C&A – the priority area.	By BfL Board

Covalent – August 2012

CORPORATE RISK REGISTER

SR 21	Procurement		Owner	Legal and Corporate Services (AD)	Finance & Deputy Leader's Portfolio	Current Risk Score	C	III	Reviewed	10-Aug-2012

Link to Corporate Priority	Giving Value for Money

Vulnerability	Trigger	Consequences
Procurement processes are not consistently applied across the council.	- Complaints/challenge from tenders to procurement decisions. - Audit reviews reveal weaknesses	- Legal challenges - Negative publicity - Council does not achieve value for money - Damage to reputation - Increased costs of purchasing services - Not achieving cost efficiencies - Overspend on budget allocation - Failing to achieve Members' expectations - Failing to achieve statutory responsibilities

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR 21.01	Member chaired Procurement Board with the Council's Monitoring officer responsible for the strategic procurement direction that meets every three weeks	Legal and Corporate Services (AD)	To deliver the Procurement Strategy	Procurement Board meets every three weeks	On-going	Every 3 weeks
SR 21.02	Forward Procurement Plans in place for each directorate	Directors	Timely commencement of procurement ensuring contracts are in place	Plans monitored by the Procurement Board every 4 weeks	On-going	Every 4 weeks
SR 21.03	Create a corporate contracts register	Procurement Team	A contracts register that records all contracts currently in place and date due to finish	Exploration of methods to collect data to populate register	On-going	On-going in conjunction with the Procurement Board process
SR 21.04	Review of procurement processes	Procurement Team	To ensure processes continue to be fit for purpose e.g. enable SMEs to access procurement opportunities, promote social value and deliver corporate targets such as opportunities for disabled workers	- Refreshed Procurement Policy - Procurement process chart; - Refreshed procurement website/portal; - Refreshed Terms and Conditions and Tender documentation	On-going ,with next review scheduled December 2012	Managed by the Category Management Team through client engagement and the Procurement Board as part of a 3 weekly review

Covalent – August 2012

CORPORATE RISK REGISTER

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR 21.05	Training in revised procurement procedures	Procurement Team	All staff involved in procurement will understand and be able to use revised procurement processes and procedures	Training will be revised and developed to reflect new procedures introduced through the new category management processes.	Ongoing	On-going
SR 21.06	BfL Board and Procurement Board	Procurement Team	Category Management delivered across organisation through classification of spend within Integra to industry standard classification system, against which expenditure analysis and compliance assessment can be undertaken	Cashable savings through 4 x SSPs.

High client satisfaction with Category Management Team.

Fewer exemption requests.

Evidence of more SMEs accessing procurement/ benchmarking work. | Shape of team agreed after consultation. 2 Heads of Category Management appointed with recruitment occurring for 3rd. Further recruitment for remaining team proceeding. Go live 5th November. 4 Strategic Sourcing Plans agreed and being delivered. | On-going |

12

Covalent – August 2012

CORPORATE RISK REGISTER

SR 25	Adult Social Care Demographics		Owner	AD for Adult Social Care	Adult Services Portfolio		Current Risk Score	C	II	Reviewed	31-Jul-2012
Link to Corporate Priority		Adults maintain their independence and live healthy lives									

Vulnerability	Trigger	Consequences
The population of older people is increasing considerably (Joint Strategic Needs Analysis). The expectations of older people, disabled adults and their families are rising.	Demographic impact	· Significant increase in spend on Adult Social Care. · Fair Access to Care Services eligibility criteria may need review and may need to be raised to Critical only as some Local Authorities are doing to manage the increasing demand and rising costs.

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR 25	Personal Budgets giving people more choice and control. Commissioning sufficient capacity and a suitably wide range of services to meet need. Close management oversight, and action as required, to manage the budget. Move towards wholly commissioned service (externalisation of Linked Service Centres and day care)	AD for Adult Social Care	Best outcomes for clients (as per their support plans) and best value for the Local Authority as statutory body and commissioner. A safe and stable local sector of providers that can meet our local demands and provide high quality care and support to older people, disabled adults and carers.	All clients are offered Personal Budgets. Joint strategies and commissioning plans with NHS Kent and Medway. The Provider Forum engages the sector and assists us to work in partnership in a meaningful and effective way. Monthly scrutiny of budgets at AMT and audits of practice and Personal Budgets. Management action as required.	Personal Budget target for 2012-2013 = 60% Re-commissioning of domiciliary care, residential and nursing care. End of year spend within budget	Quarterly As per procurement forward plan. Monthly at AMT, quarterly at CADMT and then year-end budget outcome

Covalent – August 2012

CORPORATE RISK REGISTER

SR 28	Changes to the Health System		Owner	Director of Public Health	Adult Services Portfolio		Current Risk Score	C	II	Reviewed	01-Aug-2012

Link to Corporate Priority	Putting our customers at the centre of everything we do

Vulnerability	Trigger	Consequences
Failure to realise benefits to population of Health and Social Care Act e.g. integrated approach to commissioning and service delivery; local authority impact on wider determinants of health. Public Health Grant is inadequate to fund existing commitments	Implementation of changes related to the Health and Social Care Act Public Health shadow grant announced in February 2012	- Health and social care services less efficient and do not meet needs - Reduction in public health programmes - Negative impact on the community - Negative publicity

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR 28.01	Ensure effective engagement of the Medway Commissioning Group (MCG) in Medway partnerships e.g. Health and Wellbeing Board (HWB), Medway Safeguarding Children Board (MSCB), Children's Trust	Director of Public Health	All members engage in pre-shadow HWB to establish and deliver Joint Health and Wellbeing Strategy	JHWS action plan which supports delivery of strategy.	Four development sessions held with HWB prior to establishment of shadow HWB. Work programme for 2012/13 developed.	Quarterly
SR 28.02	Detailed record of current spend within public health portfolio coming to Council and associated contract details.	Director of Public Health	Clarity of grant value for 2013/14 and financial implications of public health responsibilities transferring to the Council. Action plan to address any gap.	Reconciliation of shadow budget against future PH responsibilities of the Council. Agreement with MCG on future funding responsibilities eg in block contracts	Complete by January 2014.	Quarterly

14

Covalent – August 2012

CORPORATE RISK REGISTER

SR 30	Delivering Better for Less transformation	Owner	Communications, Performance & Partnerships (AD)	Finance & Deputy Leader's Portfolio	Current Risk Score	C	II	Reviewed	13-Aug-2012

Link to Corporate Priority	Giving Value for Money

Vulnerability	Trigger	Consequences
The Better for Less programme is a council wide transformation programme which is intended to transform the way all council employees work to deliver improvements to customer service as well as making significant savings which are built into the MTFP budget projections for the next 4 years. If the programme is not delivered effectively and on time and in a way that ensures change can be sustained, improvements and savings will not be made.	1. Over emphasis on savings at expense of improvements mean the programme is regarded as another 'savings' programme 2. Savings identified as part of BfL programme are 'overtaken' by other savings initiatives 3. Redundancy costs erode savings 4. Cultural changes to ways of working are not sustained to deliver continuous improvement	- Additional budget deficit for future years - Requirement to make alternative savings proposals which may have greater impact on frontline services - Services standards drop and growing customer expectations will not be met - Drop in resident satisfaction - Loss of faith by staff in ability of the council to deliver council wide change will impact on any future change initiatives

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR 30.02	Detailed definition of the performance gains we expect the programme to deliver being developed.	Communications, Performance & Partnerships (AD)	Shared understanding of what we want to be better, how we will measure that and ultimately delivery of improved performance	BfL measures of success	Performance framework in place for phase 1 services. Key measures to be reported to members as part of q2 council plan monitoring. Baselining performance for phase 2 services ongoing.	Quarterly by BfL Board and members through council plan monitoring
SR 30.06	Detailed tracking of potential impact of savings options on BfL targets carried out as part of budget setting	Communications, Performance & Partnerships (AD)	Minimising duplication in savings targets and impact on frontline service delivery		Budget proposals for 2012/13 do not duplicate or impact on BfL proposals, they are complimentary	By BfL Board
SR 30.07	Minimise redundancies through vacancy management and redeployment where this is in interests of the business and employees	Communications, Performance & Partnerships (AD)	Minimum number of redundancies whilst making appropriate appointments within newly established shared services		Phase 1 BfL saw only 3 compulsory redundancies and 14 voluntary redundancies. Position not yet known for phase 2 services as recruitment yet to commence. Staff training and support will be offered to affected staff as for phase 1. Council needs to balance redeploying staff with securing right skills mix to ensure new shared services are successful.	By BfL Board

Covalent – August 2012

CORPORATE RISK REGISTER

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR 30.8	Develop culture of the organisation to embrace ongoing change and drive for customer focussed service improvement	Communications, Performance & Partnerships (AD) AD Organisational Services	Organisation using information and intelligence to drive customer focussed improvement. More collaborative 'one council'	New performance and intelligence hub structure effectively operating. Visibility of performance across 'customer journeys' where accountability is shared across specialist and shared services Leadership development programme	Performance and intelligence hubs go live autumn 2012. Performance frameworks in place with baseline before each phase of services goes live. Leadership development programme for staff commencing autumn 2012 .	By BfL Board

Covalent – August 2012

CORPORATE RISK REGISTER

SR 31	Public Health Transition		Owner	Director of Public Health	Adult Services Portfolio		Current Risk Score	C	II	Reviewed	28 Aug 2012
Link to Corporate Priority		Putting our customers at the centre of everything we do									
Vulnerability			Trigger			Consequences					
The Council will have new public health responsibilities from April 2013 which will involve the transfer of staff, contracts and functions from Medway PCT. Public Health Grant is inadequate to fund existing commitments			Implementation of changes related to the Health and Social Care Act 2012 Public Health grant to be announced in December 2012			- Failure to meet statutory duties - Reduction in public health programmes - Loss of staff with specialist skills - Risks to prevention and management of public health incidents					

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
31.01	Transition Programme established with Project Board and member oversight. Plan covers HR, contracts, finance, facilities, communications, governance, IT and IG	Director of Public Health	Safe transfer of PH responsibilities to Council	Transition project plan established with milestones		monthly
31.02	Establish current spend within public health portfolio coming to Council and associated contract details.	Director of Public Health	Public health responsibilities funded within PH grant.	Reconciliation of grant against future PH responsibilities of the Council and action agreed to minimise risk. Agreement with MCG on future funding responsibilities eg block contracts	Complete by January 2013.	ongoing

Covalent – August 2012

CORPORATE RISK REGISTER

SR 22	Treasury Management		Owner	Chief Finance Officer	Finance & Deputy Leader's Portfolio	Current Risk Score	D	I	Reviewed	06-Aug-2012

Link to Corporate Priority	Giving Value for Money

Vulnerability	Trigger	Consequences
a) The Council could lose money as happened to other local authorities when financial institutions fail. b) Unexpected changes in interest rates.	Loss of resources due to external events beyond the Council's control	- Loss of resources - Damage to reputation. - Negative publicity - VFM Judgement jeopardised - Increased pressure on existing resources - Reduction/cuts to services - Quality of service compromised. - Relationship with partners may deteriorate

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR 22.02	Review the treasury management strategy and performance	Chief Finance Officer	Recommend changes to the strategy as and when necessary in order to maintain a high level of stewardship of the Council's funds	The Outturn report in June. Mid-year report in November. Strategy in February. Monthly budget monitoring reports.	- Cost of external debt. - Breaches of policy - Interest earned on investments.	June (Outturn), November Mid-year and quarterly budget monitoring.
SR 22.03	Monitoring reports and regular review by members in both executive and scrutiny functions	Chief Finance Officer	To ensure that those with responsibility for the treasury management function appreciate the implications of treasury management policies and activities, and that those implementing policies and executing transactions have properly fulfilled their responsibilities with regard to delegation and reporting	• Enhanced member involvement, understanding, responsibility and scrutiny. • Continue training for officers and members	Member training carried out February 2010 and November 2010. On-going officer training	As & when required

Covalent – August 2012

CORPORATE RISK REGISTER

SR 02	Business continuity and emergency planning	Owner	Director of Regeneration, Community and Culture	Finance & Deputy Leader's Portfolio	Current Risk Score	D	II	Reviewed	31-Jul-2012

Link to Corporate Priority	Putting our customers at the centre of everything we do

Vulnerability	Trigger	Consequences
Duties under the Civil Contingencies Act require Councils to have an Emergency Plan. The Emergency Management and Response Structure may not be robust enough to respond to a major emergency. Every business activity is at risk of disruption from a variety of threats, which vary in magnitude from catastrophic through to trivial, and include pandemic flu, fire, flood, loss of utility supplies and accidental or malicious damage of assets or resources.	A significant adverse event occurs and the Council is found wanting or negligent in its planning and/or operational response	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 Legal challenge under the 'Civil Contingencies Act 2004'

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR 02.01	Continue to develop the Council's Emergency Plan	Director of Regeneration, Community and Culture	- Revised plan agreed by CMT - Continued engagement with Kent Resilience Forum - Staff trained in emergency response management	- Existing plan in place - Programme of on-going review of COMAH plans - Emergency response operations room in place	- Draft plan update in place - Programme of staff training in place by Winter 2012	On-going
SR 02.02	Business continuity plans completed to implement the actions	Director of Regeneration, Community and Culture	All services will have an up-to-date and tested Business Continuity Plan	- BCM Policy agreed; - BCM principles and project aims communicated to divisional management teams across the Council. - A Corporate Recovery Plan reviewed in January 2012; - IT Recovery Plan in place; - Draft flu plans in place - Winter preparedness plans in place	Plans tested.	Quarterly reports to Strategic Risk Management Group

Covalent – August 2012