

CORPORATE RISK REGISTER

RISK MATRIX - STRATEGIC PROFILE FOR JULY 2017

				3b
<b>A</b>				
<b>B</b>			9b, 25, 26, 35, 36	
<b>C</b>			17, 27, 21, 32, 34	
<b>D</b>			2, 33	
<b>E</b>				
<b>F</b>				
	<b>IV</b>	<b>III</b>	<b>II</b>	<b>I</b>

**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

## CORPORATE RISK REGISTER

<b>SR 03b</b>	<b>Finances</b>	<b>Owner</b>	<b>Chief Finance Officer</b>	<b>Leader's Portfolio</b>	<b>Current Risk Score</b>	<b>A</b>	<b>I</b>	<b>Reviewed</b>	<b>July 2017</b>
<b>Link to Corporate Priority</b>		<b>Giving Value for Money</b>							
<b>Vulnerability</b>			<b>Trigger</b>		<b>Consequences</b>				
<p>There continues to be a major risk over the Council's ability to deliver a balanced budget, whilst at the same time delivering good quality services to the people of Medway. The move away from central support from Government and greater reliance on local taxation through council tax and retained business rates, whilst providing local authorities with the opportunity to benefit directly from growth, also brings with it significant risks to overall funding. Continuing pressure in the area of social care, particularly in relation to children and younger people with disabilities, has exacerbated the financial difficulties facing the Council.</p>			<p>The provisional settlement announced on 15 December 2016 was the first since the Council signed up for a four-year funding settlement, giving greater financial certainty through to 2019-20. However the inherent uncertainty around funding based on locally raised tax, is made even more uncertain following the general election. The implications of this are that the move to 100% business rate retention has been put on hold, whilst the grant settlement only covers the period to 2019/20. The settlement was reasonably consistent with the assumptions made in the Medium Term Financial Plan, which forecast a 'gap' of around £15 million by 2019/20. This may to some extent be mitigated by the ability to raise additional council tax via the 'social care precept' and by the opportunity offered from 100% retention of business rates, however this reliance on local taxation for the majority of its revenue funding also exposes the local authority to significant risk.</p>		<input type="checkbox"/> Very difficult decisions around funding allocation <input type="checkbox"/> Service cuts <input type="checkbox"/> Quality of service compromised. <input type="checkbox"/> Cutback in staffing on an already lean organisation <input type="checkbox"/> VFM Judgement <input type="checkbox"/> Negative local publicity <input type="checkbox"/> Damage to reputation				

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR 03b.01	Need to ensure effective response to the spending review, but also lobbying for greater local powers to raise revenues.	Chief Finance Officer	Co-ordinate responses with members, brief MPs, agree media campaign, solicit support from peer authorities/partnerships.	VFM Judgement - adequacy of financial planning, effective budget control. Increased devolution of tax raising powers to the Council.	On-going	Six monthly
SR 03b.02	Align priorities and activity of the Council to resource availability through MTFP process.	Corporate Management Team	Robust financial planning and management, ensuring financial risks are highlighted and managed effectively. Identification and delivery of savings initiatives.  Co-ordinate responses with members, agree media campaign, solicit support	Balanced budget with resources aligned to priorities, delivery of value for money and financial savings to ensure financial sustainability in the medium-term.  Unqualified VFM Judgement - adequacy of financial planning, effective budget control, balanced budget and adequacy of reserves.	Medium Term Financial Plan in September. Capital and Revenue budget agreed by Council in February	Quarterly budget monitoring

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Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
			from peer authorities and partners.			
SR 03b.03	Create resources for investment priorities.	Corporate Management Team	<ul style="list-style-type: none"> <li>- Track funding opportunities</li> <li>- Maximise asset values for disposal</li> <li>- Consider prudential borrowing</li> </ul>	<ul style="list-style-type: none"> <li>- External investment</li> <li>- Asset release</li> <li>- Revenue cost associated with prudential borrowing</li> </ul>	On-going	Six monthly
SR 03b.04	Delivery of digital transformation programme	Transformation Board	<ul style="list-style-type: none"> <li>- Development of high quality digital services</li> <li>- Delivery of efficiency savings through enhanced processes</li> </ul>	<ul style="list-style-type: none"> <li>- High quality digital services</li> <li>- Reduced service delivery cost</li> <li>- Improved value for money in delivery of Council services</li> </ul>	On-going	Six monthly

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<b>SR 26</b>	<b>Children's Services Social Care</b>	<b>Owner</b>	<b>Director of Children and Adults</b>	<b>Children's Services Portfolio</b>	<b>Current Risk Score</b>	<b>B</b>	<b>II</b>	<b>Reviewed</b>	<b>July 2017</b>
<b>Link to Corporate Priority Supporting Medway's People to Realise Their Potential</b>									
<b>Vulnerability</b>			<b>Trigger</b>		<b>Consequences</b>				
<p>A high level of historical demand for services for children in need, including the need for protection and looked after children puts pressure on the Council's resources.</p> <p>Expectations by Regulator in relation to standard of care and provision provided across a range of services.</p> <p>Challenges in recruiting to key posts would impact on the Council's ability to deliver good quality and consistent practice.</p> <p>Improvements to Children's Social Care Safeguarding and Early Help services will continue to require corporate support and there is a risk that a lack of organisational capacity and resilience may slow progress.</p>			<p>Numbers of children in care and those with high level child protection needs do not reduce or a high level of complex needs requires specialist resources.</p> <p>Managing high caseloads impact on quality of work being undertaken with children in need, including the need for protection and looked after children.</p> <p>Partner agencies failing to identify families that need targeted support through the early help outcomes framework.</p>		<ul style="list-style-type: none"> <li>- Budget pressures with consequences across the Council.</li> <li>- 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.</li> <li>- Poorer outcomes for children and young people.</li> <li>- Impact on statutory responsibilities and regulatory judgement.</li> <li>- Excessively high caseloads</li> </ul>				
<b>Code</b>	<b>Description</b>	<b>Managed By</b>	<b>Desired Outcome</b>	<b>Output</b>	<b>Milestones/Pis</b>	<b>Monitoring</b>			
SR 26.01	Recruitment & retention & workforce development strategy for children's social workers implemented.	Children's Service (DD); Human Resources Service Team	Well trained & supported workforce.	Permanent staff numbers.	As per strategy and plan.	Reviewed bi monthly via Medway Safeguarding Children's Board (MSCB). Council Plan monitoring, and CADMT and the Medway Children and Young People's Transformation and Improvement Board .			
SR 26.02	Together We Can -Strategy has been implemented in response to Ofsted recommendations to strengthen quality of practice.	Children's Service (DD)	Improved outcomes for vulnerable children.	-Improved educational outcomes for LAC Reduction in timescale between placement order and moving in with adoptive family Effectiveness of early help	Educational outcomes LAC. Reduce delays in care proceedings. Percentage of families who have had a CAF/Early help Assessment, who have achieved desired outcomes at end of their intervention.	CSMT, Council Plan monitoring, CADMT & Corporate Parenting Board and MSCB			
SR 26.04	Implementation of the	Interim Director for	Good quality and	Learning and thematic Audits and	The learning points from	Reviewed bi monthly in			

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Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
	Children's Social Care Services Quality Assurance Framework	Children and Adults	consistent practice.	other quality assurance tasks are completed as per the QA framework.	completed auditing activity are aggregated so as to inform learning.	line with QA framework schedule
SR 26.05	Strengthen MSCB.	Interim Director of Children and Adults	Strengthened partnership arrangements for supporting vulnerable children.	Stronger focus on core business.	Multi agency attendance at CP conferences.	CADMT & MSCB
SR 26.06	Implementation of projects to better manage demand around edge of care and early help, including strengthening support to parents at home.	Commissioning, Business & Intelligence Partnership Commissioning (AD), Children's Services (DD)	Safely reduce C&YP entering and staying in the care system.	Edge of care response. Early help.	Reduced demand for CSC services.	Council plan monitoring CSMT, CADMT, and MSCB and the Medway Children' and Young People's Transformation and Improvement Board

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SR 09b	Keeping vulnerable young people safe and on track	Owner	Director of Children and Adults	Children's Services (Lead Member) Portfolio Educational Attainment and Improvement Portfolio	Current Risk Score	B	II	Reviewed	July 2017
<b>Link to Corporate Priority</b> Supporting Medway's People to Realise Their Potential									
<b>Vulnerability</b>			<b>Trigger</b>		<b>Consequences</b>				
Changes in the demographics and in the legislative requirements affect SEN and YOT.			The Council is unable to address these issues with cost effective, innovative solutions.		<input type="checkbox"/> Poorer outcomes for children and young people. <input type="checkbox"/> Budget pressures with consequences across the Council. <input type="checkbox"/> Impact on statutory responsibilities and regulatory judgement.				
Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring			
SR 09b.04	The additional demands of the SEND reforms and increase in the number of children with complex needs and those excluded from school place significant pressures on the DSG High Needs Block	School Effectiveness and Inclusion (AD) Children's Services (DD)/Commissioning, Business and Intelligence (AD)	Improved outcomes for C&YP as per SEN strategy.  Ensuring service delivered within budgetary constraints.	Good management information to inform commissioning and robust challenge. Provision made within budget. SEN Strategy developed and implemented.  Need strategy for pupils excluded and those at risk of exclusion.  Early Help/Intervention services needs to be designed and implemented.	Less out of area SEN placements; more children being educated in mainstream schools with outreach; Increased local specialist provision.  Fewer exclusions fixed term and permanent.	SEN data is reviewed quarterly.  Exclusions data is reviewed quarterly			
SR 09b.05	Ensure practitioners are equipped to be compliant with any changes in the Youth Justice system and that monitoring systems are in place to track this. YOT will be outsourced from jan 2017 with other IYSS programmes.	School Effectiveness and Inclusion (AD) Children's Services (DD)/Commissioning, Business and Intelligence (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 an order as an	Performance is monitored monthly (proxy figures) and quarterly (YJB information). YOT Board meets quarterly to oversee provision, steer development and monitor progress.	Grant provided by MoJ for developing alternatives to custodial remand is used effectively for innovative support and budget not exceeded by custody bill.  New provider appointed with experience and/or understanding of youth offending arrangements and effective delivery.	YOT Board meets quarterly to oversee provision, steer development and monitor progress			

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Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
			alternative to secure remand.			
SR 09b.06	<p>A comprehensive strategy in place to ensure that partner agencies work cooperatively to identify and deal with CYP who are identified as, or at risk of becoming, victims or perpetrators of CSE and missing.</p> <p>All professionals, voluntary groups and the wider community including hard to reach groups are aware of, and have an understanding of CSE and missing.</p> <p>Implement findings of review of CSE unit.</p>	Interim Director Children & Adults	<p>- Ensure that we have a comprehensive strategy in place for CSE and missing.</p> <p>- All professionals working directly with CYP have an understanding and knowledge of CSE and missing; and develop appropriate skills.</p> <p>- Increase the awareness and understanding of CSE and missing by all professionals, voluntary groups, wider community including hard to reach groups.</p> <p>Improvement of identification, prevention, support disruption and prosecutions</p> <p>Development of a reliable multi-agency data set.</p>	<p>Comprehensive joint K &amp; M LSCB strategy for CSE has been signed by the MSCB and missing protocols in place via CSC</p> <p>Multi agency and single agency approved consistent training is completed by all staff.</p> <p>All child protection courses make direct reference to CSE and missing</p> <p>Awareness raising campaign agreed and implemented.</p>	<p>The K &amp; M CSE strategy has been reviewed and recommendations operationalised.</p> <p>Any review will be signed by the MSCB in the forward plan</p> <p>All relevant staff complete available CSE training.</p> <p>Case management systems capable of recording CSE cases.</p> <p>Analysis and identification of victims through data analyst within CSE Unit; social work pathways for identified victims; themes and early identification to safeguard young people in Medway</p>	<p>Kent &amp; Medway CSE Subgroup MSCB MASE Panel (Strategic)</p> <p>MSCB/Workforce development</p> <p>B &amp; I /CSE AD</p> <p>MSCB MASE</p>
SR 09b.07	<p>A comprehensive strategy in place to ensure that partner agencies cooperate to identify and deal with CYP who are identified as, or at risk of becoming, victims or perpetrators of CSE, missing, have been radicalised or are at risk of radicalisation.</p> <p>Other professionals and community groups have an understanding and an awareness of the Governments Prevent agenda</p>		<p>An area wide group – Community Safety Partnership, Medway YOT Board and MSCB - co-ordinates and monitors Prevent work.</p> <p>Vulnerable young people are safeguarded and risks to the community are minimized</p> <p>Medway agencies share information on vulnerable young people at risk of radicalisation.</p>	<p>Child Protection courses cover the risk of radicalisation</p> <p>Community groups are offered training to raise awareness of the Prevent agenda and to identify young people who might be at risk of radicalisation.</p>	<p>- From January <del>2016</del> <b>2017</b></p> <p>- From January <del>2016</del> <b>2017</b></p>	<p>MSCB</p> <p>MSCB</p>

## CORPORATE RISK REGISTER

SR 25	Adult Social Care Transformation	Owner	Director of Children and Adults Interim AD Children's & Adults Social Care	Adult Services Portfolio	Current Risk Score	B	II	Reviewed	July 2017
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**Link to Corporate Priority** Supporting Medway's People to Realise Their Potential

Vulnerability	Trigger	Consequences
<p>The local population of older people and disabled adults is increasing significantly - Joint Strategic Needs Analysis, POPPI and PANSI intelligence.</p> <p>The ambition of the Integrated Better Care Fund (IBCF) for 17/18 is to describe Medway's potential for the integration of Adult health and social care and then to deliver the agreed integration. Reduction of delayed transfers of care to be no more than 3.5%</p> <p>The achievement of these ambitions represents a significant challenge to the local authority and our health partners (The Council only controls a small proportion of the system, alongside the CCG and Medway Foundation Trust). The development and delivery of the Kent and Medway Sustainability and Transformation Plan may have an impact on our ability to ensure better out of hospital care and improved integration.</p> <p>There continues to be pressure on the social care market both in terms of the numbers of hospital discharges and the ability of domiciliary care providers to recruit.</p> <p>There is a risk that the changes needed across the system will take longer to implement than our current ambitions state. The transformation of Adult Social Care will continue to require corporate support and there is a risk that a lack of organisational capacity and resilience may slow progress.</p> <p>The implementation of the Care Act Changes to financial regulations in 2010 and the implementation of the Universal Credit/ ESA and Housing Benefit pose a substantial risk on the client income reduced</p>	<p>Demographic impact.</p> <p>The current timeframe for BCF is to have described the roadmap for integration by 31 March 2017. In addition There are national ambitions for further integration by 2020.</p> <p>The implementation of the STP across Kent and Medway, and the development of an Accountable care Organisation needs to be understood and led locally.</p> <p>Whilst the overall national ambition for integration remains same, the priorities and timescales for delivery within that overall ambition may shift at a national level. Uncertainty around national policy and budget in relation to integration/NHS/Council.</p> <p>Capacity planning for local care must incorporate Social care and preventative services</p> <p>Development of retail expansion across the Borough means that staff from social Care are attracted to this industry as the rates of pay are more competitive The length of stay in residential and nursing care homes is extended</p>	<p>Potentially significant increase in spend on Adult Social Care.</p> <p>Potential impact on ASC resources.</p> <p>Potential risk around supporting wider health economy.</p> <p>Inability to meet demand placed on social care through changes to primary care and secondary care MICES as the number of discharges from hospital rises there remains increased pressure on the community equipment service, which is a pooled budget, and overspent by £500k in 16/17.</p> <p>Reduction of capacity in domiciliary care market Fee Increases (commissioned Care and Direct payment rates</p> <p>Reduction of capacity in residential and nursing homes Transition clients from Children/ SEN Residential placements Level of Savings Achieved through Getting Better Together programme lower than budgeted</p>

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
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<p>SR 25.01</p>	<p><del>Personal Budgets giving people more choice and control. Micro Commissioning Project</del></p> <p>Commissioning sufficient capacity and a suitably wide range of services to meet need.</p> <p>Prevention, including technology enabled care services, early help and short term services to maximise independence.</p> <p>Close management oversight, and action as required, to manage the budget. Short term management actions are being taken to reduce any overspend.</p>	<p>Interim AD Adults Social Care /Commissioning, Business &amp; Intelligence AD</p> <p>Assistant Director Partnership Commissioning</p>	<p>Best outcomes for people (as per their support plans) and best value for the Local Authority as statutory body and commissioner.</p> <p>A safe and stable local sector of providers that can meet our local needs and provide high quality care and support to older people, disabled adults and carers.</p>	<p>All clients are offered Personal Budgets/Direct Payments.</p> <p>Joint strategies and commissioning plans with NHS.</p> <p>The Provider Forum engages the sector and assists us to work in partnership in a meaningful and effective way.</p> <p>ASC Strategy and associated key projects.</p> <p>Monthly scrutiny of budgets at AMT and audits of practice and Personal Budgets/Direct Payments. Management action as required.</p>	<p>Personal Budgets performance as per KPI.</p> <p>Category Management project on high cost placements.</p> <p>End of year spend within budget.</p> <p>Programme developed and underway. Dynamic Purchasing System.</p> <p>Increase the number and effectiveness of reviews.</p> <p>Reduction in delayed transfers of care</p>	<p>Monthly.</p> <p>As per star chamber and procurement forward plan.</p> <p>Monthly at AMT and quarterly at CADMT.</p> <p>Adult Social Care Improvement Board.</p> <p>Gateway process as per procurement forward plan.</p>
<p>SR 25.02</p>	<p>Deprivation of Liberty Safeguards (DoLS) post Cheshire West judgement, resulted in a rapid increase in the number of applications for DoLS, challenging several parts of the system – administration, Best Interest Assessors, Advocacy services.</p> <p>Risk of legal challenge and breaching statutory timeframes.</p>	<p>Director Children &amp; Adults</p>	<p>People in receipt of Health and Social Care Support are not deprived of their liberty illegally.</p>	<p>DoLS applications to Medway as a Supervisory Body are processed and assessments carried out within timeframes.</p> <p>DoLS process is digitalised to create efficiencies</p> <p>Increase in training for BIA's. Expend the number of senior officers to act as authorisers</p>	<p>Reduction in the number of DoLS cases awaiting authorisation</p>	<p>Breaches monitored weekly.</p> <p>Updates to AMT.</p> <p>DoLS Review Group report to CADMT.</p> <p>DH Quarterly monitoring report.</p> <p>DH annual statutory return.</p>
<p>SR 25.04</p>	<p>To work with Health colleagues to develop a vision for integration at a Medway level. To identify what the Accountable care organisation will look like.</p>	<p>Assistant Director, Partnership Commissioning Interim AD Adult Social Care /Commissioning,</p>	<p>To describe Medway's potential for integration by nationally set timeframes</p>	<p>Working closely with Health partners and voluntary sector to agree what the local care offer will be. Involvement in STP Boards to ensure the LA gets a Voice.</p>	<p>To be able to define what the local Care offer will be from April 2017. Involvement in public Consultation Summer 2017</p>	<p>Joint Commissioning Management Group (JCMG) and Health and Wellbeing Board</p>

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	Agree how the IBCF funding will be used to meet the strategic objectives as set out by the DOH and DCLG	Business & Intelligence AD				
SR 25.05	<p>To ensure that all integrated commissioning e.g. Home First and Intermediate Care does not put a pressure on ASC budget and workforce</p> <p>To review the intermediate care, MICES, rapid response and discharge arrangements to ensure that additional pressure is not put on the ASC budgets</p>	Assistant Director, Partnership Commissioning, Business & Intelligence	Efficiencies are achieved across ASC as well as health	Delivery of Integrated Commissioning activity.	New intermediate care service in place from 1st October. Reduction in number of intermediate care beds. Reduction in delayed transfers of care	CADMT and JCMG

## CORPORATE RISK REGISTER

<b>SR 27</b>	<b>Government changes to Local Authority's responsibility for schools</b>	<b>Owner</b>	<b>Director of Children and Adults</b>	<b>Children's Services (Lead Member) Portfolio Educational Attainment and Improvement Portfolio</b>	<b>Current Risk Score</b>	<b>C</b>	<b>II</b>	<b>Reviewed</b>	<b>July 2017</b>
<b>Link to Corporate Priority</b>		<b>Supporting Medway's People to Realise Their Potential</b>							
<b>Vulnerability</b>			<b>Trigger</b>		<b>Consequences</b>				
Councils are accountable for the outcome of performance of all schools but have reduced levers to drive action and change. In academies the only lever is to refer the school to the Regional Schools Commissioner. In maintained schools, poor inspection judgements or coasting schools are expected to be subject to intervention by the Regional Schools Commissioner.			A failing OFSTED inspection for a maintained school for which the Council has a statutory responsibility or a coasting judgement on the basis of pupil progress.		<ul style="list-style-type: none"> <li>- Impact on children and families of being in a school that fails to provide quality provision.</li> <li>- Performance ratings as measured through Ofsted reports and Performance tables impact on parental and community confidence.</li> <li>- Financial consequences.</li> <li>- 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 and writes off deficits.</li> <li>- Damage to reputation.</li> <li>- Impact on statutory responsibilities and regulatory judgement.</li> <li>- Progress and progression for children &amp; young people are impacted negatively.</li> </ul>				
<b>Code</b>	<b>Description</b>	<b>Managed By</b>	<b>Desired Outcome</b>	<b>Output</b>	<b>Milestones/Pis</b>		<b>Monitoring</b>		
SR 27. 01	Analysis of school data is used to agree a school partnership rating so that appropriate support can be put in place. Analysis of academy data is used to refer an academy to the regional Schools Commissioner	<del>School Effectiveness and Inclusion (AD)</del> Children's Services (DD)	Schools results in line with or exceed nationally expected progress measures.	<ul style="list-style-type: none"> <li>- School Challenge and Improvement Team support schools to identify actions needed to improve pupil progress.</li> <li>- Data shows progress to be in line with similar schools nationally and then to be in upper quartile.</li> <li>- Implementation of School Improvement Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>- Number of schools below floor threshold reduces</li> <li>- Number of schools in an OFSTED category reduces and remains low.</li> <li>- Number of coasting schools is low</li> </ul>		<ul style="list-style-type: none"> <li>RAMP meetings with head and Chair of Governors.</li> <li>CADMT performance reports.</li> <li>Council Plan monitoring.</li> </ul>		

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SR 27.02	The proportion of schools in Medway with an OFSTED judgement requires improvement (3) is currently higher than national; and the proportion of schools with good and outstanding judgements is currently lower than national.	School Effectiveness and Inclusion (AD) Children's Services (DD)	Schools move up from requires improvement to Good and from Good to Outstanding.	<ul style="list-style-type: none"> <li>- Core SCI training developed and delivered in a targeted way.</li> <li>- OFSTED preparation in place for Senior Leadership Team (SLT) and Governors.</li> <li>- NLES and LLEs linked to schools to give additional experience to draw on for delivering good and better practice.</li> <li>- Work closely with the teaching school alliances to develop leadership and improve the quality of teaching across subject areas.</li> </ul>	OFSTED judgements place more schools in the Good or Outstanding categories.	<p>SCI team meetings.</p> <p>OFSTED liaison and monitoring.</p> <p>CADMT performance reports.</p> <p>Council Plan monitoring.</p>
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## CORPORATE RISK REGISTER

<b>SR 17</b>	<b>Delivering regeneration</b>	<b>Owner</b>	<b>Director of Regeneration, Culture, Environment &amp; Transformation</b>	<b>Inward investment, strategic regeneration and partnerships Portfolio</b>	<b>Current Risk Score</b>	<b>C</b>	<b>II</b>	<b>Reviewed</b>	<b>July 2017</b>
<b>Link to Corporate Priority</b>		<b>Maximise Regeneration and Economic Growth</b>							
<b>Vulnerability</b>			<b>Trigger</b>		<b>Consequences</b>				
<p>Medway's regeneration plans to regenerate the area with 50,000 people to Medway up to 20,000 jobs and 29,000 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 flood protection, 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>Economic uncertainty could delay regeneration and growth, impacting on strategic decisions and inward investment.</p>			<p>The Council fails to achieve the economic, social and infrastructure regeneration agenda.</p> <p>House/property building companies start to delay developments.</p> <p>Potential lack of companies wanting to locate in Medway.</p>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Regeneration projects not completed.</li> <li><input type="checkbox"/> Potential damage to Council's reputation.</li> <li><input type="checkbox"/> Not able to meet member, government and the public's expectations.</li> <li><input type="checkbox"/> Deteriorating physical and infrastructure assets.</li> <li><input type="checkbox"/> Investment wasted.</li> <li><input type="checkbox"/> Young people are not catered for in the 'new world'.</li> <li><input type="checkbox"/> Low skills base among some residents remains.</li> <li><input type="checkbox"/> Disconnect between skills and employment opportunities.</li> <li><input type="checkbox"/> Maintenance of low aspiration culture.</li> <li><input type="checkbox"/> Increased commuting and pressure on transportation.</li> <li><input type="checkbox"/> Negative impact on community cohesion.</li> </ul>				
Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring			
SR 17.01	Outline infrastructure needs identified.	Director of Regeneration, Culture, Environment & Transformation	Identification of inward investment priorities.	Progressing key regeneration sites and infrastructure plan jointly with KCC.	- 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, Culture, Environment & Transformation	HCA confirm any funding commitment to projects and plans for HCA sites	Funding identified to continue regeneration.	Regeneration projects agreed with Members.	Quarterly			
SR 17.04	Regular meetings with stakeholders including developers to lever in external funding and bring forward transformational programmes.	Director of Regeneration, Culture, Environment & Transformation	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.	Quarterly			

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Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR 17.05	Working with the Local Enterprise Partnership to attract funds to Medway.	Director of Regeneration, Culture, Environment & Transformation	External financial arrangements to fund transformational programmes and deliver plans that are implemented on time and to budget. Create and protect long-term jobs in the private sector, and programmes which will deliver sustainable jobs.	<u>Growing Places Fund (GPF):</u> £4.4m Rochester Riverside; £2.99m Chatham Waterfront. £4m for Strood Flood Defences £29m Local Growth Funding from the Local Enterprise Partnership.	As detailed in individual delivery plans.	Quarterly
SR17.06	Working towards the adoption of the new Medway Local Plan	Director of Regeneration, Culture, Environment & Transformation	New Local Plan and Planning Policy Guidance adopted	To complete the development of the Local Plan and Planning Policy Guidance as outlined in the Local Development Scheme published 2015	<ul style="list-style-type: none"> <li>• Preferred options consultation completed in Jan/Feb 2016</li> <li>• Publication Nov/Dec 2017</li> <li>• Submission March 2018</li> <li>• Anticipated adoption Dec 2018</li> </ul>	Development Plans Advisory Group Meetings
SR17.07	To seek additional external funding opportunities	Assistant Director Physical and Cultural Regeneration	Ensuring Medway's Regeneration programme is delivered.	Additional funding streams identified and secured.	<ul style="list-style-type: none"> <li>• To seek funding opportunities to develop innovative public service solutions</li> <li>• Facilitating the delivery of the Inward Investment Strategy by March 2017</li> <li>• Encouraging the delivery of homes through investigation of new financial models and release of Council owned sites.</li> </ul>	Council Plan Qtr monitoring

<b>SR 21</b>	<b>Procurement savings – capacity and delivery</b>	<b>Owner</b>	<b>Legal and Corporate Services (AD) Chief Legal Officer</b>	<b>Resources Portfolio</b>	<b>Current Risk Score</b>	<b>C</b>	<b>II</b>	<b>Reviewed</b>	<b>June 2017</b>
<b>Link to Corporate Priority Giving Value for Money</b>									
<b>Vulnerability</b>			<b>Trigger</b>		<b>Consequences</b>				
Inability to continue identifying contract and commissioning savings.  Agreed contract and commissioning savings identified in the budget are not delivered.  Insufficient capacity to deliver savings to the agreed timetable			<ul style="list-style-type: none"> <li>- Budget pressures</li> <li>- Audit reviews reveal weaknesses.</li> <li>- Market inflationary pressure on prices</li> </ul>		<ul style="list-style-type: none"> <li>- Council does not achieve value for money.</li> <li>- Damage to reputation.</li> <li>- Increased costs of purchasing services.</li> <li>- Not achieving cost efficiencies.</li> <li>- Overspend on budget allocation.</li> <li>- Failing to achieve Members' expectations.</li> </ul>				
Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring			
SR 21.01	Cabinet and Corporate Management Team joint review of agreed budget savings and timetable	Chief Finance Office Chief Legal Officer	To deliver budget savings to an agreed timetable	Budget quarterly monitoring	Budget out-turn	Regular			
SR 21.02	Member chaired Procurement Board which meets regularly	Chief Finance Officer Chief Legal Officer & Category Management team	Timely delivery of procurement ensuring mobilisation of contracts and delivery of savings	Procurement Board governance reports Forward Procurement Plans Commissioning team plans	Budget savings	Regular			
SR 21.03	Regular updates to Leader and other relevant Portfolio Holders	Chief Finance Officer Chief Legal Officer Partnership Commissioning (AD)	Predicted savings that are sensible and achievable and the ability to take alternative action if under performance occurs.	Regular savings reports to the Portfolio Holder and to the Finance team.	Due to be monitored throughout 2016/17.	Regular			
SR 21.04	Good liaison between Category Management team and Joint Commissioning team and other Council teams	Chief Legal Officer Partnership Commissioning (AD)	Good regular engagement with teams. Regular discussions about performance and savings.	Procurement Board reports Procurement Board governance report Updates to Cabinet/CMT Agreed programme of commissioning procurements	Due to be monitored throughout 2016/17.	Regular			
SR21.05	Good liaison with suppliers to continue to identify realistic savings.	Chief Legal Officer Partnership Commissioning (AD)	Good regular engagement with suppliers. Regular discussions about performance and savings.	Contract management data	On-going	Regular			

<b>SR 02</b>	<b>Business continuity and emergency planning</b>	<b>Owner</b>	<b>Director of Regeneration, Culture, Environment &amp; Transformation</b>	<b>Business management (cross cutting) Portfolio</b>	<b>Current Risk Score</b>	<b>D</b>	<b>II</b>	<b>Reviewed</b>	<b>July 2017</b>
<b>Link to Corporate Priority</b>		<b>ALL</b>							
<b>Vulnerability</b>			<b>Trigger</b>		<b>Consequences</b>				
<p>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.</p> <p>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.</p>			<p>A significant adverse event occurs and the Council is found wanting or negligent in its planning and/or operational response</p>		<input type="checkbox"/> Response to event is not rapid, adequate nor effective. <input type="checkbox"/> Lack of clear communication lines <input type="checkbox"/> Essential service priorities not clearly understood. <input type="checkbox"/> Communication between agencies and the public is poor. <input type="checkbox"/> Residents expect more from their Council <input type="checkbox"/> Local press quick to seize issue. <input type="checkbox"/> Comparisons made with other local authorities and resilience groups <input type="checkbox"/> A death, or deaths, in the community <input type="checkbox"/> Legal challenge under the 'Civil Contingencies Act 2004'				
<b>Code</b>	<b>Description</b>	<b>Managed By</b>	<b>Desired Outcome</b>	<b>Output</b>	<b>Milestones/Pis</b>		<b>Monitoring</b>		
SR 02.01	Continue to develop the Council's Emergency Plan.	Director of Regeneration, Culture, Environment & Transformation	<ul style="list-style-type: none"> <li>- Revised plan agreed by CMT</li> <li>- Continued engagement with Kent Resilience Forum</li> <li>- Staff trained in emergency response management</li> </ul>	<ul style="list-style-type: none"> <li>- Existing plan in place - Programme of on-going review of COMAH plans - Emergency response operations room in place.</li> </ul>	<ul style="list-style-type: none"> <li>- Draft plan update in place.</li> <li>- Relevant staff training during 2015.</li> </ul>		On-going		
SR 02.02	Business continuity plans completed to implement the actions.	Director of Regeneration, Culture, Environment & Transformation	All services will have an up-to-date and tested Business Continuity Plan.	<ul style="list-style-type: none"> <li>- BCM Policy agreed.</li> <li>- BCM principles and project aims communicated to divisional management teams across the Council.</li> <li>- A Corporate Recovery Plan.</li> <li>- IT Recovery Plan in place.</li> <li>- Draft flu plans in place.</li> <li>- Winter preparedness plans in place.</li> </ul>	Plans tested.		Quarterly reports to Strategic Risk Management Group		

SR 32	Data and Information	Owner	Legal and Corporate Services (AD) Chief Legal Officer	Adrian Gulvin Portfolio	Current Risk Score	C	II	Reviewed	July 2017
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**Link to Corporate Priority** Giving Value for Money

Vulnerability	Trigger	Consequences
<p>Moves to implement the Digital Strategy with innovative collaborations about "Big Data" open the Council to increased information risk particularly regarding personal and health data.</p> <p>Conversely not sharing information with partners and others minimises the Council's ability to improve service delivery and reduce costs. There is also a duty to share information in the interests of client care (Caldicott 2 Report).</p> <p>Local Authorities are required to achieve Level 2 on the Information Governance toolkit; however opportunities to improve the Council's position with respect to the IG toolkit requirements have been identified. Failure to achieve level 2 will mean that Medway Council will lose its trusted partner status with respect to the Kent and Medway information sharing agreement.</p>	<ul style="list-style-type: none"> <li>- Budget pressures</li> <li>- ICO Audit reveals areas for improvement</li> <li>- Digital Strategy</li> <li>- Big Data project with academics</li> <li>- Annual information governance toolkit submission</li> </ul>	<ul style="list-style-type: none"> <li>- Data loss leads to damage to reputation.</li> <li>- Not achieving cost efficiencies through Digital Strategy changes</li> <li>- Failing to achieve Members' expectations.</li> <li>- Failing to find new innovations</li> <li>- Failing to deliver good quality care for residents of Medway</li> </ul>

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR32.01	Digital Strategy Officer Board includes the The Council has a Senior Information Risk Owner (Chief Legal Officer) and a Caldicott Guardian (Director of Children's and Adults Services) and in time for the General Data Protection Regulation also a Data Protection Officer (the Information Governance Manager)	Legal and Corporate Services (AD) Chief Legal Officer	To ensure that appropriate organisational safeguards are in place for sharing information.	Information governance policies and procedures are available on the intranet. Privacy Impact Assessments (PIAs) ISAs and Standards Operating Procedures (SOPs) also exists detailing roles and responsibilities.	On-going.	Regular
SR32.02	Information Sharing Agreement (ISA) for Kent	Legal and Corporate Services (AD) Chief Legal Officer	Provides the basis for ISAs within Kent organisations and outside	PIAs, ISAs and SOPs and where appropriate Data Licence Agreements.	On-going	Kent ISA reviewed annually
SR32.03	Security and Information Governance Group	Legal and Corporate Services (AD) Chief	Providing a corporate overview of all information	Minutes of SIGG meetings attended by representatives from Public	On-going	Regular

		Legal Officer	risk across projects and initiatives	Health, RCET and C&A Departments		
SR32.04	Meetings between Senior Information Risk Officer and Caldicott Guardian (Deputy Director C&A) on specific risks	Legal and Corporate Services (AD) Chief Legal Officer	Good regular engagement to discuss risk areas	PIAs, ISAs and SOPs co-signed where relevant	Ad hoc as and when required.	Regular
SR32.05	New Information Governance (IG) team created to augment the Council's response to IG	Legal and Corporate Services (AD) Chief Legal Officer	Improved control around IG and other related issues.	FOI and SAR statistics Periodic ICO audits Annual IG Toolkit submission GDPR readiness	On-going	Regular

<b>SR 33</b>	<b>Impact of Welfare Reform</b>	<b>Owner</b>	<b>Chief Finance Officer</b>	<b>Leader's Portfolio</b>	<b>Current Risk Score</b>	<b>D</b>	<b>II</b>	<b>Reviewed</b>	<b>July 2017</b>
<b>Link to Corporate Priority</b>		<b>Supporting Medway's People to Reach Their Potential and Giving Value for Money</b>							
<b>Vulnerability</b>			<b>Trigger</b>		<b>Consequences</b>				
A wide range of changes in Government policy under the broad banner of 'Welfare Reform' could have a significant impact on the Council's resources. Some could impact directly on the Council's resources, such as the introduction of the living wage and the 1% per annum reduction in social rents, whereas others impact adversely on a cohort of the more vulnerable members of the community, which in turn increases demand for some the Council's core services – social care, housing and revenues and benefits. As the changes are implemented on a phased basis the Council not able to fully predict the impact they will have on its resources.			Since 2012 the Government has embarked upon a major programme of welfare reform, with the broad aims of encouraging people back into work and addressing a perceived 'dependency culture' in Britain. These measures have included: - Changes to tax allowances and thresholds - Reform of benefits (eg. Universal Credit, the cap) - Changes in eligibility for social housing - Introduction of the living wage - An influx of both identified and unidentified customers		<input type="checkbox"/> Impact on some of the most vulnerable citizens. <input type="checkbox"/> Consequent impact on demand for core council services. <input type="checkbox"/> Transfer of additional responsibilities to local authorities. <input type="checkbox"/> Direct and indirect impacts on council staffing resources. <input type="checkbox"/> Direct Impact on Rent Income Stream to HRA <input type="checkbox"/> Increase in homelessness/Evictions <input type="checkbox"/> Negative local publicity and reputational damage. <input type="checkbox"/> Unidentified customers impacted by the welfare reform presenting to the Council too late to prevent homelessness.				
<b>Code</b>	<b>Description</b>	<b>Managed By</b>	<b>Desired Outcome</b>	<b>Output</b>	<b>Milestones/PIs</b>		<b>Monitoring</b>		
SR 33.01	Provide direct financial support for the most vulnerable members of the community.	Phil Watts	Customers are able to sustain tenancies and mortgages. Families remain resilient and less likely to need Council care services.	Implementation of the following <ul style="list-style-type: none"> <li>• Council tax reduction scheme;</li> <li>• Discretionary relief;</li> <li>• Enhanced housing benefit;</li> <li>• Welfare provision.</li> </ul>	The number of customers receiving a housing duty presenting with the following reasons for their homelessness <ol style="list-style-type: none"> <li>1. Mortgage arrears (repossession or other)</li> <li>2. Rent arrears on: <ol style="list-style-type: none"> <li>a) Local authority or other public sector dwellings;</li> <li>b) Registered social landlord /other housing association;</li> <li>c) Private sector dwellings.</li> </ol> </li> </ol> KPI rent arrears as % of rent debit.		Government P1E quarterly returns (homelessness)		
SR 33.02	Establishment of the Welfare Reform Officer Group, to take forward the recommendations of the Welfare Reform Members Task Group.	Phil Watts	Staff from different services and directorates provides a joined up approach, meeting the challenges the welfare reform poses for our customers. In addition as many of our residents as possible are delivered a consistent message.	Establish a Welfare Reform Officer Group incorporating members from relevant services.  Produce and deliver an action plan to implement the recommendations of the Welfare Reform Members Task Group.  Regular reporting.	Monitor action plan and provide six monthly update reports to O&S Committee:  August 2016 February 2017 August 2017 February 2018		Welfare Reform Officer Group  Six monthly updates to BSD O&S		

SR 33.03	The direct provision of and referral to money advice services.	Various	Customers are clearly signposted to free and independent money and debt advice, which will help them in budgeting and managing debts.	Produce specification for service provision and tender. Tender service and award service contract. Brief staff on procedures. Launch service and undertake wide publicity campaign for our customers.	Number of referrals made Number of referrals made where debt in line with Council tax arrears and rent arrears reduce	Quarterly
SR 33.04	Closer working with the DWP in relation to implementation of Universal Credit.	Phil Watts	Deliver the Council's commitments in terms of the Delivery Partnership Agreement.	Undertake joint meetings and working arrangements with DWP. Undertake joint publicity campaign to signpost customers to the DWP and where appropriate support them with online access to the application process. Formalise debt advice services.	Number of joint events held with partners to promote Universal Credit	Welfare reform Officer group Six monthly updates to BSD O&S
SR 33.05	Review of the HRA business plan to address the impact of the 1% reduction in rents and the high value subsidy figure which is being legislated in the proposed Housing Bill.	Marc Blowers	The Council has a clear understanding of future viability of HRA business plan and delivery of services, allowing the Council to plan effectively for the future provision of the service	Review the business plan once the Housing and Planning Bill has been passed and the high value subsidy figure is announced (expected June 2016) Consult on the plan with HRA tenants and present to BSD O&S.	Monitoring of Business Plan annually Quarterly budget monitoring. O&S report on revised HRA business plan – October 2016	O&S Committee Quarterly budget monitoring

<b>SR 34</b>	<b>Successful delivery of the corporate transformation programme</b>	<b>Owner</b>	<b>Assistant Director Transformation</b>	<b>Corporate Resources Portfolio</b>	<b>Current Risk Score</b>	<b>C</b>	<b>II</b>	<b>Created</b>	<b>July 2017</b>
<b>Link to Corporate Priority</b>		<b>Giving Value for Money; Using digital innovation to meet residents' needs</b>							
<b>Vulnerability</b>			<b>Trigger</b>			<b>Consequences</b>			
<p>The Council has established a corporate transformation programme designed to:</p> <ul style="list-style-type: none"> <li>• Improve outcomes for residents</li> <li>• Support culture change so the council operates effectively in the digital age</li> <li>• Deliver savings and support management of demand</li> <li>• Establish a sound technical platform to support digital innovation</li> </ul> <p>The programme will require collaboration between all services and the transformation team which has been established to drive change, innovation and delivery of cashable savings.</p> <p>There is a risk that the organisation as a whole does not have the capacity to actively participate in the programme which will put the intended outcomes, including savings which are built into the Council's medium term financial plan, in jeopardy.</p> <p>If too much focus is given to savings delivery at expense of transformational and culture change this may put delivery of sustainable change at risk</p>			<p>Whilst the savings attributed to the programme are relatively modest in relation to the council's overall operating costs, the programme profile assumes delivery at pace.</p> <p>Key triggers are:</p> <ul style="list-style-type: none"> <li>• Decisions are not made to prioritise digital channels / move to digital only to enable savings to be realised</li> <li>• User centred design methods are not consistently applied</li> <li>• Services are not able to dedicate staff to the transformation project due to competing priorities</li> <li>• Transformation work is not seen as an integral part of service business</li> <li>• The council is unable to attract and retain the skillset needed to design and deliver digital innovation</li> <li>• Corporate support services have too many competing priorities</li> </ul>			<ul style="list-style-type: none"> <li><input type="checkbox"/> Programme outcomes are not delivered</li> <li><input type="checkbox"/> Budget savings expectations are not fully met</li> <li><input type="checkbox"/> Customer expectations about online service delivery are not met impacting on satisfaction with the council and its reputation</li> <li><input type="checkbox"/> Customers don't use digital channels</li> <li><input type="checkbox"/> Staff not given the tools to do their jobs in most efficient manner</li> <li><input type="checkbox"/> The opportunity is missed to benefit from data analytics to tailor services and manage demand through preventative work</li> </ul>			

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR34.01	Active leadership by service Assistant Director	Corporate Management Team	Business problems and issues are addressed, and service costs are reduced. Transformation activity is viewed as part of mainstream work.	Appropriate priority is given to transformation work by services with resources clearly identified	Quarterly review by CMT	Monthly at Transformation Board. Managers
SR34.02	Leadership development delivered through the Leadership Academy	Chief People Officer	Managers demonstrate required leadership behaviours	Skilled and effective leaders.	Academy launched May 17	Through PDR process
SR34.03	Culture change programme given sufficient priority and resources	Transformation Board	Transformation activity is viewed as part of mainstream work.	Data and customer insight are valued and used as part of service redesign	Culture change programme scoped and signed off by Transformation Board June 17 (tbc)	Quarterly at Transformation Board
SR34.04	Use specialist recruitment agency to help us attract staff experienced in digital transformation, combined with developing internal talent through secondment programme.	AD Transformation	Digital skills developed and retained in house	.Highly functioning team	Ongoing as required	Quarterly at transformation board
SR34.05	Clear transformation programme prioritises projects and resource allocation	AD Transformation	Transparent process for prioritising projects to give balanced delivery of programme outcomes.  Savings targets achieved	Prioritised work programme with adequate resourcing. Business cases for any additional investment required	Service roadmap agreed  Quarterly review of relative priorities by Transformation Board	Monthly at transformation board
SR34.06	Decisions are made by the Transformation Board / Cabinet to prioritise digital channels / digital only to maximise benefits realisation	Transformation Board	More expensive telephone and face to face channels are only used for complex services where customer need dictates this	Customer access strategy and assisted digital strategy	Customer access strategy agreed June 17 (tbc)  For each service going through the programme channel shift targets are agreed as savings are calculated	Quarterly at transformation board
SR34.07	Clear communication plan in place	AD Transformation	High levels of customer take-up of and satisfaction with digital service delivery	Communications plan	Plan agreed by Transformation Board	Quarterly at transformation board

<b>SR35</b>	<b>Homelessness</b>	<b>Owner</b>	<b>Assistant Director Physical and Cultural Regeneration</b>	<b>Deputy Leader and Housing Community Services</b>	<b>Current Risk Score</b>	<b>B</b>	<b>II</b>	<b>Created</b>	<b>July 2017</b>
<b>Link to Corporate Priority</b> <b>Maximise Regeneration and Economic Growth</b>									
<b>Vulnerability</b>			<b>Trigger</b>		<b>Consequences</b>				
<p>An increasing demand in relation Councils Duty to provide temporary accommodation under s188/193 of HA 1996 caused by continuing high levels of homelessness and lack of affordable housing supply.</p> <p>Reductions in the level of income achieved due to welfare reform increasing the risk of overspend on the council's budget.</p> <p>Increase in the rough sleeping population in the Medway area.</p> <p>Changes to legislative frameworks placing greater demand on services.</p>			<ul style="list-style-type: none"> <li>• Increase in the number of households residing in temporary accommodation</li> <li>• Reduction in the councils ability to maximise prevention opportunities</li> <li>• Lack of appropriate temporary accommodation stock</li> <li>• Reduction in the availability of permanent affordable housing</li> </ul>		<ul style="list-style-type: none"> <li>- Increasing and unsustainable overspend of allocated budget</li> <li>- Poorer outcomes for children and vulnerable adults</li> <li>- Increased legal challenge and penalty from the LGO</li> <li>- Reputational Damage</li> <li>- Failing to achieve Members' expectations.</li> </ul>				

Code	Description	Managed By	Desired Outcome	Output	Milestones/Pis	Monitoring
SR35.01	Increase the prevention activity undertaken including opportunities for joint working across directorates as well as with other organisations such as DWP	Assistant Director Physical and Cultural Regeneration/ Head of Strategic Housing	Opportunities to prevent homelessness are maximised via service delivery and through the development of joint working/referral protocols with other services/organisations	Increase in the amount of successful prevention cases  Dedicated resource to tackle prevention of homelessness.	Monitoring throughout 2017/18 Government P1E quarterly returns.	Monthly(Service Monitoring) Quarterly (DCLG returns)
SR35.02	Increase opportunities of affordable housing supply	Assistant Director Physical and Cultural Regeneration/ Head of Strategic Housing	Ensure that the need for affordable rented housing is recognised across the organisation enabling an increase in the amount of affordable homes delivered in line with the Planning Policy.	Increase in the amount of successful prevention cases  Dedicated resource to tackle prevention of homelessness.	Monitoring throughout 2017/18 Government P1E quarterly returns.	Monthly(Service Monitoring) Quarterly (DCLG returns)

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
			Increased provision of affordable housing.	Take forwards plans for the Council to intervene in the market to provide affordable housing.		
SR35.03	Establish a strategic group to assess the scale of rough sleeping in Medway and lead on the development of interventions to reduce the issue	Assistant Director Physical and Cultural Regeneration/ Head of Strategic Housing	A clear, cross-sector commitment to the way that rough sleepers in the Medway area are assisted to secure alternative accommodation.	Reduction to the amount of visible rough sleeping activity in the area and relating complaints and media attention.  Clear strategy in place for tackling cold weather provision and associated issues.	Ongoing outcome reporting to be established through strategic group.	Ongoing/Six monthly
SR35.04	Ensure that options for the provision of temporary accommodation are transparent and reviewed in light of grant funding changes rather than subsidy to ensure that Medway is getting value for money.	Assistant Director Physical and Cultural Regeneration/ Head of Strategic Housing	Adoption of a Dynamic Purchasing System (DPS) for the Council to secure accommodation in the Private Sector.  Effective/Accurate Budget Monitoring  Further increase options for lower cost TA provision.  Implement a "tenancy management" type structure for management of TA – Maximising the income achieved via Housing Benefit	All private sector accommodation secured via the DPS.  Minimise rise in price for TA units in the private sector  Increase the supply of accommodation provided in the HRA  Emergency use only for TA Provision that is outside of usual pricing structure.	Monitoring throughout 2017/18 Government P1E quarterly returns.  Budget Monitoring	Quarterly monitoring
SR35.05	Monitor the progress of the Homelessness Reduction Act  Ensure that structure and resource are aligned to respond appropriately.	Assistant Director Physical and Cultural Regeneration/ Head of Strategic Housing	Impact of proposed legislation fully mapped and operational practice reviewed to ensure compliance.	Revised procedure, protocols and working practices rolled out across the Strategic Housing Service	Limitation of successful legal challenges upon enactment of the Bill.  Subsequent monitoring framework from DCLG.	Strategic Housing Management Team/ P1E Quarterly return

<b>SR36</b>	<b>Alternative service delivery models</b>	<b>Owner</b>	<b>Corporate Management Team</b>	<b>Leader's Portfolio</b>	<b>Current Risk Score</b>	<b>B</b>	<b>II</b>	<b>Created</b>	<b>July 2017</b>
<b>Link to Corporate Priority</b>		<b>Giving Value for Money</b>							
<b>Vulnerability</b>			<b>Trigger</b>			<b>Consequences</b>			
<p>A growing number of council services are operated through alternative delivery models including outsourcing/insourcing, trusts, joint ventures, Local Authority Traded Companies, partnerships and shared services and joint commissioning.</p> <p>The primary driver for entering into such models is typically to reduce costs while protecting service delivery</p>			<p>Weak options appraisals/businesses cases; opportunities overstated as commercial markets are not realised, and risks understated.</p> <p>Failure to effectively manage (staffing, relationships, agreements/contracts) the transition between the council and the service delivery model.</p> <p>Limited due diligence conducted on new service provider or key individuals in that provider.</p> <p>Weak or unclear agreements/contract and governance arrangements.</p> <p>Failure of a provider, risking failure to deliver services.</p> <p>Weak or ineffectual oversight / management / monitoring by the council as expertise is transferred to the new delivery model.</p>			<p><input type="checkbox"/> Failure to meet statutory responsibilities to residents.</p> <p><input type="checkbox"/> Unexpected costs from new delivery model.</p> <p><input type="checkbox"/> Delivery model not sustainable; responsibility for delivery of function unexpectedly transfers back to the council.</p> <p><input type="checkbox"/> Reputation of council damaged by activities of delivery model.</p> <p><input type="checkbox"/> Council or delivery model expectations not met by new arrangements.</p> <p><input type="checkbox"/> No option to renegotiate terms if circumstances change.</p> <p><input type="checkbox"/> Reduced influence / control of the council.</p> <p><input type="checkbox"/> Delivery model operates at a loss with deficit met from local taxation</p>			

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR36.01	Robust options appraisals, detailed business cases prepared	Relevant Assistant Director for each Service	Ensure effective decision making	The council only enters into arrangements that are beneficial to the service and/or budget and are sustainable	Cabinet considers all business cases prior to any alternative arrangements being agreed.	Regular. Six monthly reporting to Cabinet of MCG and Medway Norse performance.
SR36.02	Project management approach to implementation	Relevant Assistant Director for each Service	Clear agreed milestones for implementation in agreed timescale	Smooth transition into new delivery model	Ad hoc as necessary	Regular
SR36.03	Communication & stakeholder management	Relevant Assistant Director for each Service	Stakeholders informed / consulted	Smooth transition into new delivery model	Ad hoc as necessary	Regular
SR36.04	Sound legal and procurement advice on chosen delivery model	Chief Legal Officer	Robust agreements / contracts with clarity over responsibilities	Smooth operation of services, effective dispute resolution	Ad hoc as necessary	Regular
SR36.05	Robust scrutiny / oversight mechanisms to ensure clear corporate understanding	Corporate Management Team	<ul style="list-style-type: none"> <li>- Delivery model and council held accountable for quality and cost of service</li> <li>- Council able to rely on financial information for robust financial planning</li> </ul>	<ul style="list-style-type: none"> <li>- High performance</li> <li>- Financial resilience</li> </ul>	Ad hoc as necessary	Six monthly reporting to Cabinet and Business Support Overview and Scrutiny committee.
SR36.06	Reporting from and on delivery models with clear outcomes	Relevant Assistant Director for each Service	Effective performance management	High or improving performance of delivery model	Ad hoc as necessary	ditto
SR36.07	Business continuity arrangements	RCET Head of Performance & Intelligence	Delivery model and council both have clear roles and responsibilities in the event of any business continuity incident	Continuity of service	Ad hoc as necessary	Regular