

	Director C&A) on specific risks					
SR32.05	New Information Governance (IG) team created to augment the Council's response to IG	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

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SR32.01: The Council's policies and procedures are being reviewed with the advent of the General Data Protection Regulations (GDPR) which come into force in May 2018. There is a specific project focused on this work.

SR32.02: The Information Governance Manager is maintaining a central register of agreements.

SR32.03: Regular meetings of the Council's Security Information Governance Group are held throughout the year, and in addition a separate project group are managing the Council's preparedness for GDPR.

SR32.04: Liaison between the SIRO and Caldicott Guardian has taken place in relation to relevant risk areas.

SR 33	Impact of Welfare Reform	Owner	Chief Finance Officer	Leader's Portfolio	Current Risk Score	D	II	Reviewed	Jan 2018
Link to Corporate Priority Supporting Medway's People to Reach Their Potential and Giving Value for Money									
Vulnerability			Trigger		Consequences				
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.				
Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring			
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"> • Council tax reduction scheme; • Discretionary relief; • Enhanced housing benefit; • Welfare provision. 	The number of customers receiving a housing duty presenting with the following reasons for their homelessness <ol style="list-style-type: none"> 1. Mortgage arrears (repossession or other) 2. Rent arrears on: <ol style="list-style-type: none"> a) Local authority or other public sector dwellings; b) Registered social landlord /other housing association; c) Private sector dwellings. 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			

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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

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Universal Credit was introduced in Medway on a cascade approach on 12 October 2015 with the full rollout due to commence in February 2018, however this has been delayed until May 2018 by the Department of Works and Pensions (DWP). As at November 2017, Medway Council had 25 tenants in receipt of Universal Credit, and due to delays in payments by DWP these accounts were in arrears in excess of a total of £5,000; it is therefore likely that the rollout of Universal Credit will have a direct impact on the income to the HRA and to its tenants in Medway.

SR33.01: The arrears of the HRA stock continue to reduce despite the impact of welfare reform (for the period April 2017 to September 2017):

- Mortgage arrears (repossession or other) = 1
- Rent arrears on:

- Local authority or other public sector dwellings; = 0
- Registered social landlord /other housing association; = 0
- Private sector dwellings. = 6

The total value of arrears outstanding as at 5 November 2017 was £163,148 equating to 1.12% of the overall rent roll; this places Medway in the top quartile for rent collection against a target of $\leq 1.65\%$.

SR 33.02: The Officer Welfare Reform Group meets quarterly and last reported to Business Support Overview & Scrutiny in October 2017.

SR33.04: The DWP continue to attend the quarterly board meetings, and will attend some of the series of roadshows being planned by the Council for Spring 2018 to coincide with the delayed UC roll out date. DWP have held a number of presentations for partner organisations and senior officers of the Council, including Registered Social Landlords Partners and Private Sector landlords.

SR33.05: There is still no clear guidance from Government on the introduction of the higher value subsidy, however the Government have confirmed that stock holding authorities do not need to account for any subsidy payment in 2018/19. As a result the HRA business Plan has been revised and was presented to Members of O&S and Full Council as part of the annual rent and budget setting process. The deputy leader and portfolio holder for housing have advised that any contingency from the HRA business plan be removed until such time as there is clear guidance and a known financial threshold. On this basis the HRA business plan shows the service is sustainable for the next 30 years.

SR 34	Successful delivery of the corporate transformation programme	Owner	Assistant Director Transformation	Corporate Resources Portfolio	Current Risk Score	B	II	Created	Jan 2018
Link to Corporate Priority Giving Value for Money; Using digital innovation to meet residents' needs									
Vulnerability			Trigger			Consequences			
<p>The Council has established a corporate transformation programme designed to:</p> <ul style="list-style-type: none"> • Improve outcomes for residents • Support culture change so the council operates effectively in the digital age • Deliver savings and support management of demand • Establish a sound technical platform to support digital innovation <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"> • Decisions are not made to prioritise digital channels / move to digital only to enable savings to be realised • User centred design methods are not consistently applied • Services are not able to dedicate staff to the transformation project due to competing priorities • Transformation work is not seen as an integral part of service business • The council is unable to attract and retain the skillset needed to design and deliver digital innovation • Corporate support services have too many competing priorities 			<ul style="list-style-type: none"> <input type="checkbox"/> Programme outcomes are not delivered <input type="checkbox"/> Budget savings expectations are not fully met <input type="checkbox"/> Customer expectations about online service delivery are not met impacting on satisfaction with the council and its reputation <input type="checkbox"/> Customers don't use digital channels <input type="checkbox"/> Staff not given the tools to do their jobs in most efficient manner <input type="checkbox"/> The opportunity is missed to benefit from data analytics to tailor services and manage demand through preventative work 			

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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

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The Transformation programme is ambitious and critical to ensure the Council continues to deliver efficient, easy to access good services. The programme is now under the management of a new Assistant Director and the following steps have been undertaken to manage the risks highlighted above:

- Full review of the programme to ascertain priorities and capacity,
 - Re-organisation of the transformation team,
 - Review of financial modelling of the programme,
 - Return on investment principles have been introduced,
 - A transformation microsite has been set up to communicate across the Council,
 - The Leadership Academy has completed the first phase of training for service managers.
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SR35	Homelessness	Owner	Assistant Director Physical and Cultural Regeneration	Deputy Leader and Housing Community Services	Current Risk Score	B	II	Created	Jan 2018
Link to Corporate Priority		Maximise Regeneration and Economic Growth							
Vulnerability			Trigger		Consequences				
<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"> • Increase in the number of households residing in temporary accommodation • Reduction in the councils ability to maximise prevention opportunities • Lack of appropriate temporary accommodation stock • Reduction in the availability of permanent affordable housing 		<ul style="list-style-type: none"> - Increasing and unsustainable overspend of allocated budget - Poorer outcomes for children and vulnerable adults - Increased legal challenge and penalty from the LGO - Reputational Damage - Failing to achieve Members' expectations. 				

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	<p>Increase in the amount of successful prevention cases</p> <p>Dedicated resource to tackle prevention of homelessness.</p>	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.	<p>Increase in the amount of successful prevention cases</p> <p>Dedicated resource to tackle prevention of homelessness.</p>	Monitoring throughout 2017/18 Government P1E quarterly returns.	Monthly(Service Monitoring) Quarterly (DCLG returns)

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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

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SR35.01: Work continues to ensure that the Council intervenes as early as possible in people's circumstances to prevent them from becoming homeless. Specific activity has included introducing a split in the function of the Housing Team at Kingsley House to focus on prevention and assessment of homelessness. Various work streams are being explored with partners to have a further impact on intervening to prevent homelessness. Prevention activity is monitored on a monthly basis and discussed with the Portfolio holder.

SR35.02: Delivery of affordable housing remains low in comparison to demand, however the Council plan target to deliver 204 homes is currently on target to be achieved. The Strategic Housing Service continues to engage with the planning process to ensure that 25% of affordable housing is achieved on s106 sites. To mitigate against increasing viability issues an open book process is taken with developers and housing providers as well as seeking independent expert advice.

SR35.03: Work continues to address the needs of rough sleepers at both operational and strategic levels. The Homelessness prevention strategy was adopted in August 2017 and sets out a range of actions that demonstrate how the Council intends to intervene. A strategic group has been established to identify work streams that will contribute towards reducing rough sleeping. Partners are engaged via the homelessness forum to work constructively to provide sustainable and appropriate solutions to resolve the circumstances of rough sleepers. A reviewed Severe Weather Emergency Protocol (SWEP) has been put in place this year, encompassing a wider communications strategy.

SR35.04: Recent work undertaken by the Kent Housing Officers Group (KHOG) benchmarked temporary accommodation prices across Local Authorities in Kent. Prices in Medway came out either the same or less than most Local Authorities in Kent. Prices paid by the LA have been held at the same level for approximately 4 years now as part of ongoing work to control spend. Robust budget monitoring is occurring in line with corporate timescales. Work continues on developing a DPS to secure temporary accommodation from the market, with a framework likely to be in place within the next 8 months.

SR35.05: The Homelessness Reduction Act 2017 comes into force on 03 April 2018; the Council is awaiting further guidance from MHCLG, which is likely to be issued in Spring 2018. Various new aspects of the act have been adopted by the Housing Options Team in order to ease transition next year. An implementation plan is currently being developed to map out all necessary activity to prepare the team for the additional responsibilities of the Act.

SR36	Alternative service delivery models	Owner	Corporate Management Team	Leader's Portfolio	Current Risk Score	B	II	Created	Jan 2018
Link to Corporate Priority		Giving Value for Money							
Vulnerability			Trigger		Consequences				
<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>				

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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"> - Delivery model and council held accountable for quality and cost of service - Council able to rely on financial information for robust financial planning 	<ul style="list-style-type: none"> - High performance - Financial resilience 	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

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SR36.01: Proposals for commercialization were progressed during the year with Education Support Services transferred to Medway Commercial Group, however following Member consideration of business cases, proposals for commercialization in two service areas have not been progressed,

SR36.02, SR36.03 and SR36.04: The transfer of the Household Waste Recycling Centres to Medway Norse and the commencement of a shared legal service with Gravesham Borough Council have both been well managed projects resulting in a smooth transition to the new delivery model. Both were approved after consideration by Cabinet and have been the subject to scrutiny by Overview & Scrutiny Committees.

SR36.05 and SR36.06: CMT has considered proposals for alternative delivery models before they are reviewed at Cabinet including the creation of the Medway Development Company Limited. Overview & Scrutiny Committees have also conducted pre and post scrutiny of proposals. Regular reports of alternative delivery models are then made to Cabinet and Overview & Scrutiny Committees such as Medway Norse and Medway Commercial Group. The recent Corporate Peer Challenge suggested a review of governance arrangements and Members have recently asked for more detailed reporting of for example Medway Norse; this work is proceeding.

SR36.07: Business Continuity discussions with Medway Norse and Medway Commercial Group have taken place. Tendering guidance and the Council's Terms and Conditions are being reviewed with lessons learnt from the collapse of Carillion shared with all Managers within the Council. Risk management and business continuity are part of discussions at contract management meetings.