

CABINET

30 NOVEMBER 2010

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

Portfolio Holder: Councillor Alan Jarrett, Finance

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

Author: Joy Kirby, Quality Assurance & Client Manager

Summary

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

1. Budget and Policy Framework

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

2. Background

2.1 The Risk Management Strategy agreed by Council in April 2006, was last reviewed by Cabinet in November 2009. The Cabinet agreed a number of revisions to the strategy and progress on the actions noted.

2.2 The Corporate Risk Register was last reviewed by Cabinet on 30 March 2010. The following changes were made to the register at that time:

- Risk Ref: SR 03b – 'Finances - longer term': increased from B2 to A1.
- Risk Ref: SR13 – 'Equalities & Diversity' increased from C2 to B2
- Risk Ref: SR 04 – 'Performance management' reduced from B2 to C2.
- Risk Ref: SR 20 – 'Flu Pandemic': reduced from C1 to D2
- Risk Ref: SR16 – 'Improvement plan for housing services': Removed
- Risk Ref: SR 22 – 'Treasury management': added
- Risk Ref: SR23 – 'Improvement Plan for Housing Service (HRA)' added

2.3 Appendix B summarises the amendments to the risk register.

3. Advice and analysis

- 3.1 The Risk Management Audit 2009/2010, carried out by the Council's internal auditors, stated that the Council's risk management arrangements are satisfactory. However, the identification and management of operational/service level risks continues to require further development.
- 3.1.1 Improvements in this area have been compromised to some extent by the ongoing implementation of the Covalent performance management system, which resulted in changes to the way service risks are identified and recorded.
- 3.1.2 The Audit also highlighted a lack of evidence that service business risks are being monitored as part of the Assistant Director quarterly reporting process. A trial to upload Regeneration, Community and Culture's service risks into Covalent and extract information will be carried out during December 2010 and January 2011. The outcome of this exercise will be reported to the Strategic Risk Management Group in February 2011.
- 3.2 The Strategic Risk Management Group, comprising of representatives from each directorate, has reviewed the Risk Strategy, (Appendix A) and recommended that no significant changes need to be made at this time.
- 3.3 The strategic risk register is now being monitored using the authority's covalent performance management system, which assists with ensuring that risk management is integrated with performance management across the authority. Updates to risk ratings, together with progress against mitigating actions and the linking of actions to other work across the council can now be effectively undertaken within the system. It is expected that this will help to strengthen our risk management arrangements; for example the system allows users to see key risks on their personal 'performance dashboard' within covalent.
- 3.4 Risks owners have reviewed their risks and updated them as detailed in Appendix C and the following recommendations have been proposed:
- 3.4.1 SR 05 Waste Management: **delete** as the procurement has been concluded and the contract commenced on 1 October 2010.
- 3.4.2 SR 20 Pandemic Flu: risk rating to be **down graded** to E2 as the risk is considered very low. It will remain part of the register and be reviewed every six months but will not appear as a key risk.
- 3.4.3 SR 14 Delivering radical innovation and SR 07 Workforce planning and capacity be **merged** to create a new risk SR 24 Managing Change (risk rated B1) to address the significant impact to the organisation of 'Achieving better for less', the White Paper on NHS Medway reforms and the plans for changes in the delivery of education e.g. free schools and academies.

4. Consultation

- 4.1 The Business Support Overview and Scrutiny Committee, Corporate Management Team, Strategic Risk Management Group and risk owners have been consulted on the proposed amendments to the risk register.

5. Business Support Overview and Scrutiny

- 5.1 The Business Support Overview and Scrutiny considered this report on 4 November 2010 and made the following observations:

- a) Members were concerned that SR 14 Delivering radical innovation was not being given sufficient priority and wanted the Council to be looking at its ability to affect change and the consequences for the Council of not doing that.
- b) Members noted in respect of SR21.03, Create a contract register, that there was no timeline given for the monitoring of this action and wanted assurances that the contract register was being properly assessed.

Officers confirmed that a register was now in place and agreed to bring a report to the next meeting of the committee on the contract register and the forward procurement plan.

- 5.2 The Committee supported the recommendations as set out in section 7 of this report.

6. Financial, legal and risk implications

- 6.1 There are no direct financial or legal implications arising from this report although clearly the inability to control or mitigate risks could have a financial or legal impact.
- 6.2 This report brings forward the Risk Management Strategy and the six monthly review of the Council's risk register both of which are integral to the Council's approach to risk management.

7. Recommendation

- 7.1 The Cabinet is asked to approve the Risk Management Strategy, as set out in appendix A to the report, and the amendments to the Council's Risk Register detailed in appendix C to the report.

8. Suggested reasons for decision

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

Lead officer contact

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

Background papers

Internal Audit's management action plans from the risk management audit 2006/2007, 2007/2008, 2008/9 and 2009/10. These are available from the lead officer contact.

Medway Council Risk Management Strategy

1. Introduction

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

1.2 This strategy incorporates and:

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

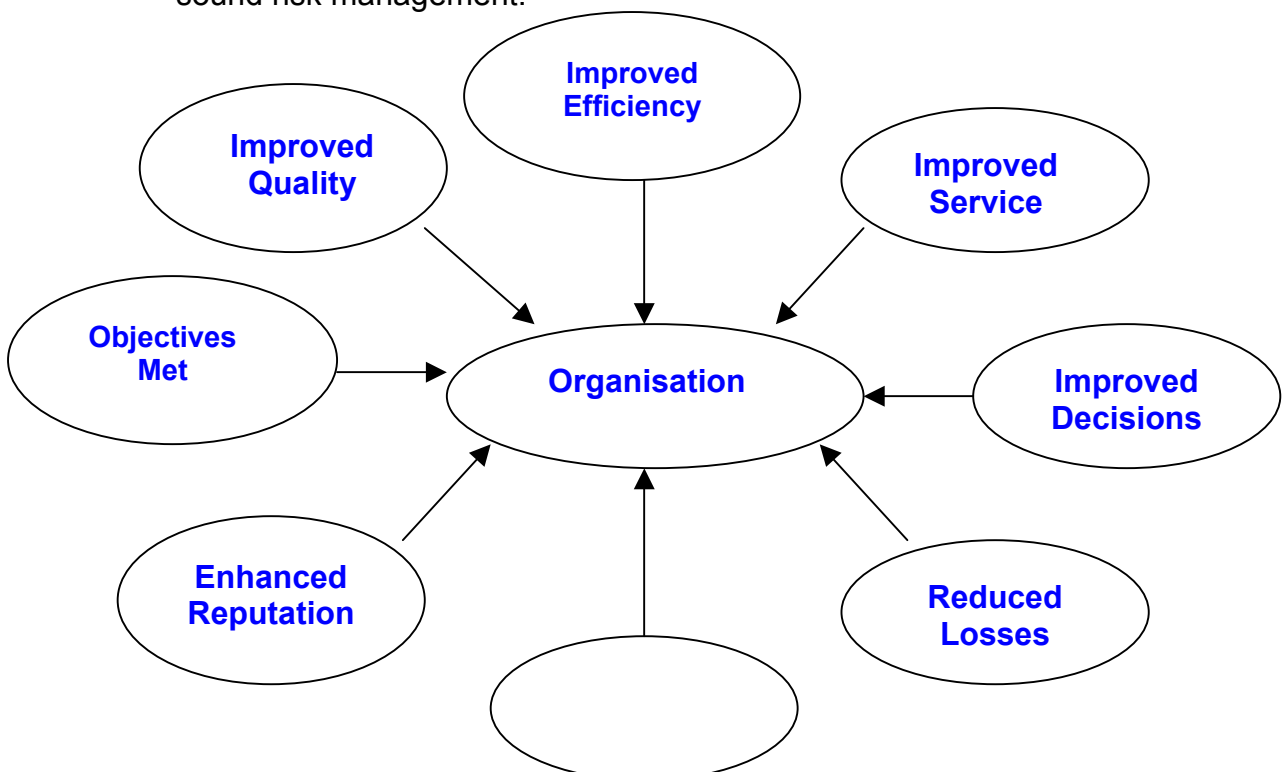
1.3 The strategy sets out:

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

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

2. The Benefits of Risk Management

2.1. The following diagram sets out the benefits that are associated with sound risk management.

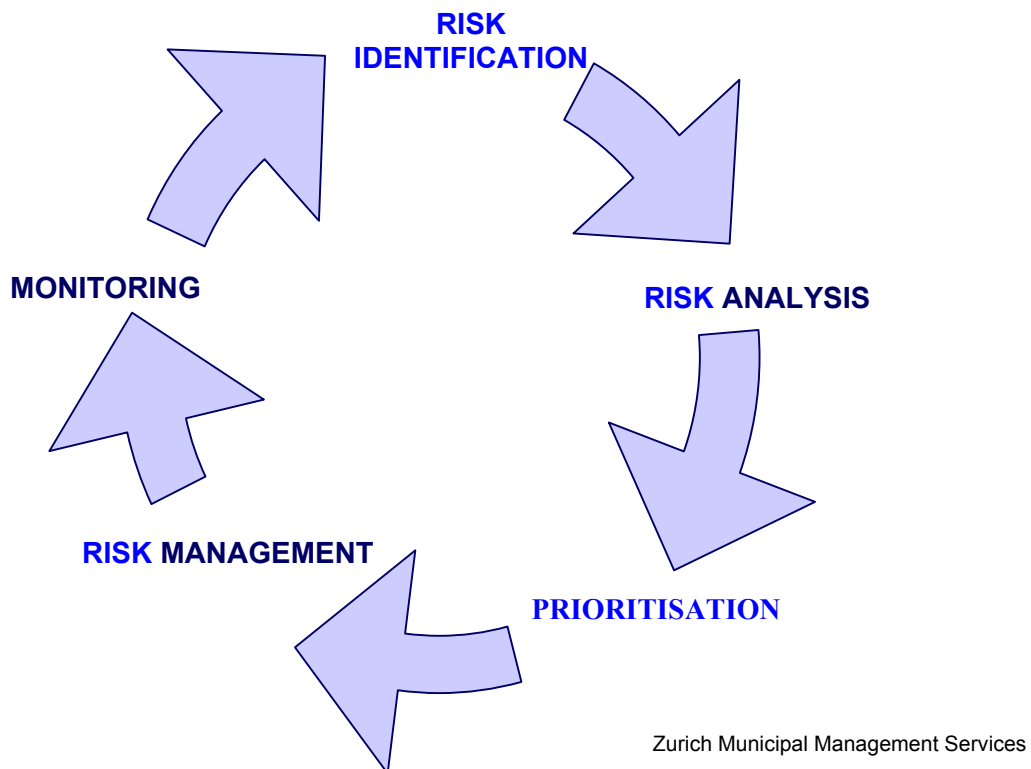


Medway Council Risk Management Strategy

3. What is Risk Management?

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

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



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

3.4 There are two types of risks:

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

**Medway Council
Risk Management Strategy**

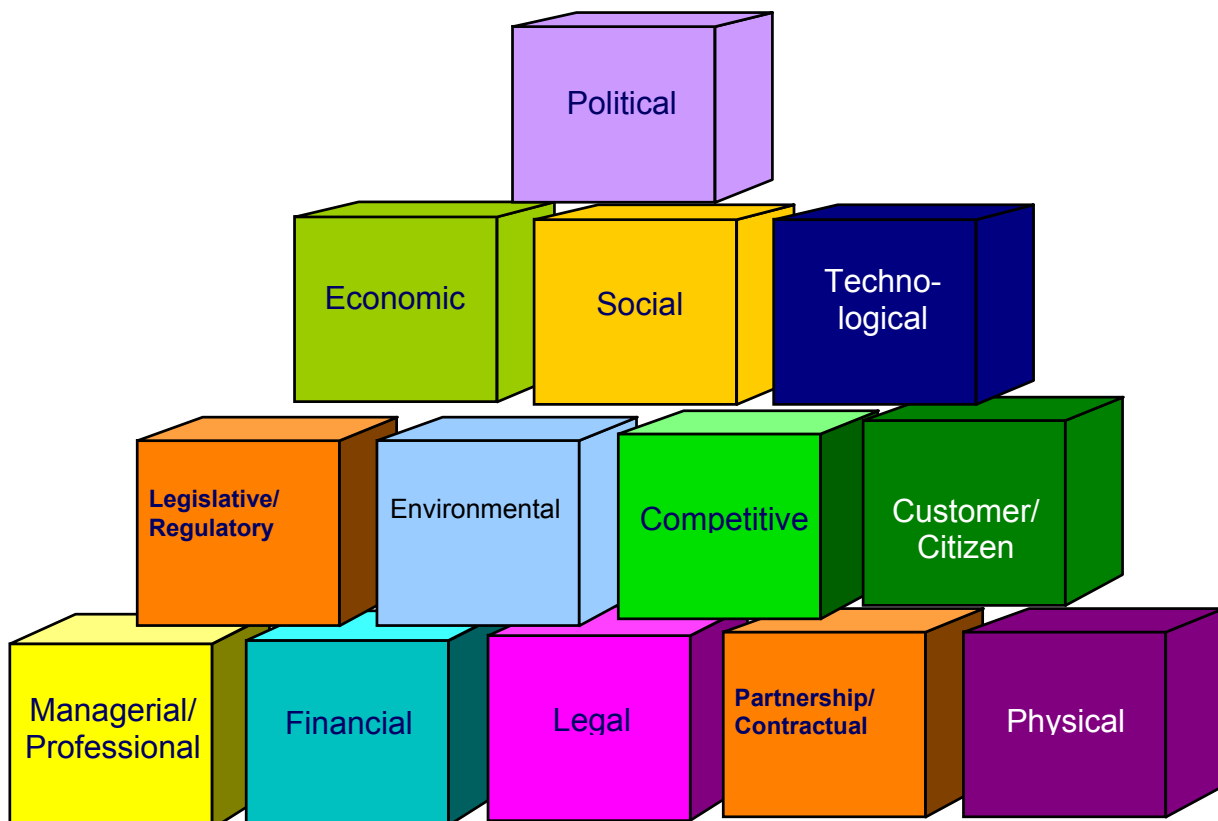
opportunities (constructive events/issues) which if exploited could offer an improved way of achieving objectives , but which are surrounded by threats. An example was the move to the new Corporate HQ with all ICT in one building. Having established a potential risk there is a need to work on a strategy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

3.4.1 Business v Operation risks

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

Operational risks: Risks which managers and staff are likely to encounter in the day-to-day work situations. An example might be a potential injury on a work site.

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



Zurich Municipal Management Services

**Medway Council
Risk Management Strategy**

3.6 Risk are benchmarked against corporate goals:

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

- I Catastrophic (Showstopper)
- II Critical
- III Marginal
- IV Negligible

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

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

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

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

A				
B				
C				
D				
E				
F				
	IV	III	II	I

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

Medway Council Risk Management Strategy

- 3.8 Risks will be regularly monitored using service planning and AD Quarterly reports and the Council's performance management system (Covalent). Risks above the tolerance line (CII) will be escalated to the next management level as detailed in Appendix 1.
- 3.9 Effective risk management includes regularly reviewing our emergency planning programmes and service continuity management to maintain a high standard in our response to potential crises. This means developing, implementing and maintaining an action oriented process for responding to any emergency, managing major incidents and recovering the service level to the local community.

4. Roles & Responsibilities

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

Who	Roles & Responsibilities
Members	<ul style="list-style-type: none"> • commit to the Risk Management Strategy • review risks through the 6 monthly reports on key strategic risks and information contained in the Council Plan, Cabinet reports and AD quarterly reports. • Relevant Overview and Scrutiny Committees receive reports on key service risks.
Management Team (MT)	<ul style="list-style-type: none"> • review and manage the Council's key strategic risks every 6 months. • provide leadership and support to promote a culture in which risks are managed with confidence at the lowest appropriate level
Strategic Risk Management Group (Membership shall be: A chairman who is a nominated director and one representative from each Directorate with an overall responsibility for risk issues.)	<ul style="list-style-type: none"> • chair of group to sponsor risk management at MT (currently Director of Regeneration, Community and Culture). • ensure the Council's key strategic risks are reviewed, updated and presented to MT every 6 months. • regularly review the risk management and control process employed across the Council.

**Medway Council
Risk Management Strategy**

Who	Roles & Responsibilities
Strategic Risk Management Group	<ul style="list-style-type: none"> • review any findings and recommendations of the external auditors, internal audit or other third party in relation to risk management. • review the impact of any changes in the organisation on the risk management process and the response to these changes including the update of the risk register. • champion risk management, the practice, risk awareness and buy in across the organisation. • champion and oversee the implementation of business continuity planning for the organisation • oversee the development of service continuity plans and provide strategic support for the emergency planning service.
Directorate Management Teams (DMT)	<ul style="list-style-type: none"> • ultimate responsibility for the management of all directorate risks and maintenance of a sound system of internal control within the directorate and across partnership working • review and monitor the effectiveness of the risk management actions relative to the significant key risks to the directorate on a quarterly basis. • reflect significant changes to business objectives and related risks and, where relevant, address them in the Directorate Business Plan.
Assistant Directors	<ul style="list-style-type: none"> • oversee the effective implementation of risk management within their service area within the agreed principles and framework • discuss significant key risks and risk management actions with their portfolio holders and report on progress through the AD Quarterly Reports. • alert Directorate Management Team (DMT) if impact or likelihood of the risk increases.

**Medway Council
Risk Management Strategy**

Who	Roles & Responsibilities
Service Managers	<ul style="list-style-type: none"> • identify risks for their service areas, assess them for likelihood and impact, propose actions to mitigate them and allocate responsibility for the controls mitigating the risk. • record them into service plans. • discuss significant key risks and risk management actions with AD and reporting progress through the AD Quarterly Reports. • alert their line manager if impact or likelihood of the risk increases.
Staff at all levels within the council	<ul style="list-style-type: none"> • identify, assess and report risks within their service areas • practice risk management in their day to day activities • alert their line manager if impact or likelihood of the risk increases.

**Medway Council
Risk Management Strategy**

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

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

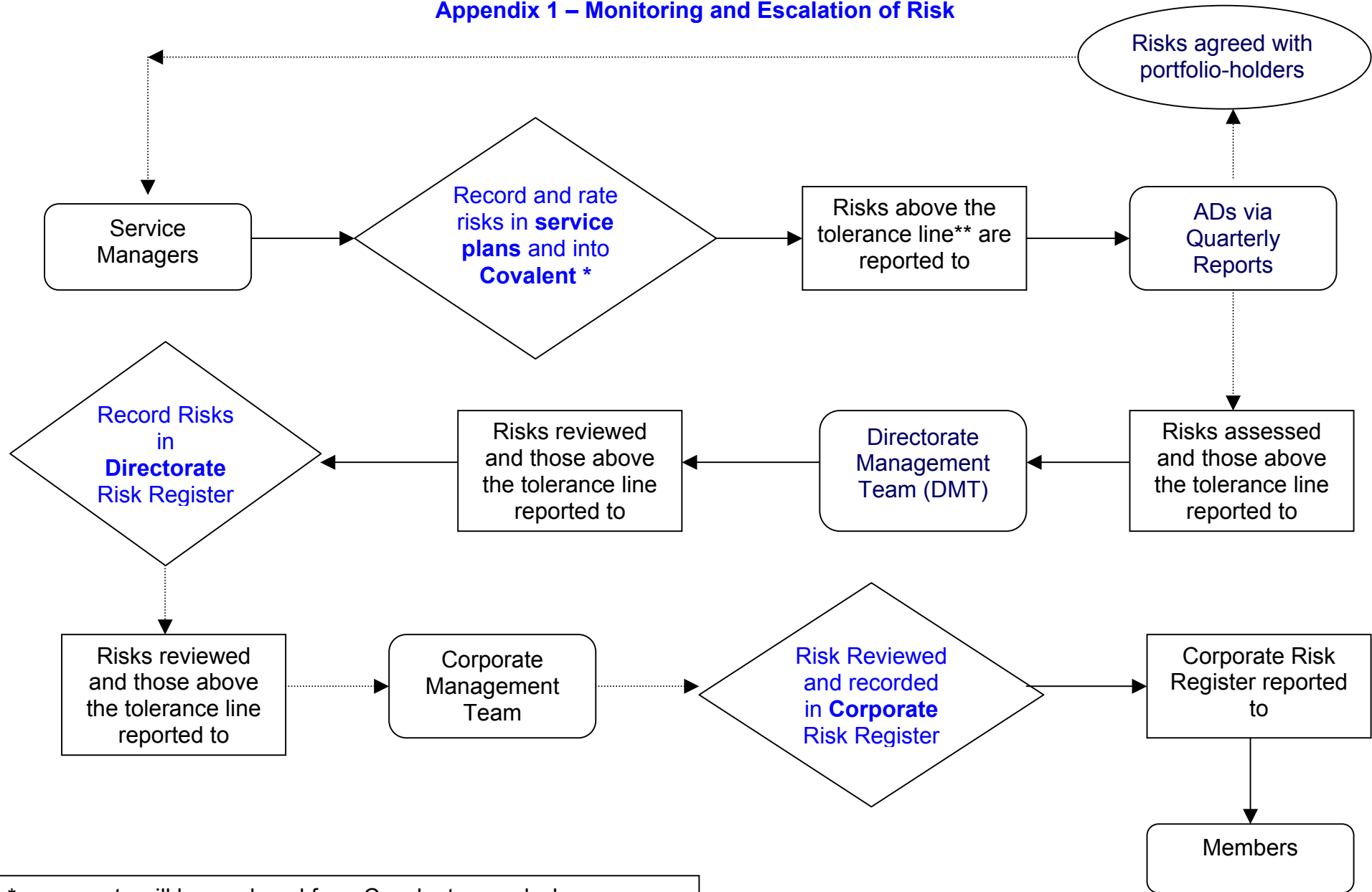
**Medway Council
Risk Management Strategy**

Action	How	By Whom	Progress
Foster a culture for risk management	a) Adopt the roles and responsibilities contained in the risk management strategy b) Training for staff c) Communicate the requirement for effective risk management to members, staff and partners through team briefings and Connections. d) Risk management training for staff to be linked to the competency framework	a) Cabinet b) Quality Assurance & Client Manager (R&D) with Organisational & Learning Development? c) Quality Assurance & Client Manager (R&D) with service managers and corporate Communications. d) HR/Organisational & Learning Development?	a) Roles and responsibilities were agreed when strategy was adopted. b) CMT has agreed to a programme of training. Phase 1 - training for Senior Management. Took place in August 2007, Phase 2 – training for Members and service managers took place in February 2008 and February 2009, Ad-hoc training for new staff will be on-going, Phase 3 - implement refresher training for managers and train new managers as appropriate. c) Communication for both members and managers takes place through training and a web site developed on Connections. d) To be progressed when new leadership programme is implemented due Spring 2010.
Manage risks at the lowest level at which the manager has authority, responsibility and resources to take actions	a) Include risk management in staff induction. b) Discuss risks at team meetings and one-to-one meetings.	a) Quality Assurance & Client Manager (R&D) with Organisational Learning & Development. b) Service and team managers	a) risk management is included in the Managers' Induction pack. b) Still to be progressed.

Medway Council
Risk Management Strategy

Action	How	By Whom	Progress
Ensure all relevant key risks are recorded in a Corporate risk register.	Identify existing systems and processes and work towards integration where appropriate.	Strategic Risk Management Group	It has now been agreed that there will be a corporate risk register (determined and agreed at CMT) and service risk registers (determined by directorates). It is proposed that relevant risks identified through DMTs will be put forward to CMT to be considered for inclusion in the corporate risk register.
Integrate risk management into the service planning process	Ensure service managers use the e-forms for service planning.	Research & Review	The e-forms system has been replaced with a new 'Word' service planning template that includes a section for the identification and management of risks. These will eventually be recorded in Covalent, the Council's new performance management system.
Strive to improve the effectiveness of our risk management arrangements and learn from our experience.	<p>a) Review recommendations of the external auditors, internal audit or other third party in relation to risk management.</p> <p>b) ensure risks are regularly reviewed at all levels across the organisation.</p> <p>c) risks are escalated as appropriate.</p> <p>d) the Strategic Risk Management Group to monitor the effectiveness of the arrangements.</p>	<p>a) Strategic Risk Management Group & CMT</p> <p>b) Strategic Risk Management Group</p> <p>c) All staff</p> <p>d) Strategic Risk Management Group.</p>	<p>a) The SRMG have:</p> <ul style="list-style-type: none"> - reviewed and, where appropriate, developed a programme to action the recommendations identified in the internal risk management audit 2009/10 - responded to the CAA KLOE for Use of Resources. <p>b) & c) The SRMG are reviewing procedures to ensure appropriate links are made to the new performance reporting system.</p> <p>d) To be progressed once (b) & (c) above have been agreed.</p>

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



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

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

SUMMARY OF CORPORATE RISK REGISTER – RECORD OF AMENDMENTS

Risk Ref	Rating Feb 08	Rating Sep 08	Rating Feb 09	Rating Sep 09	Rating Feb 10	Rating Sep 10	Move ment	Risk Description	Owner	Portfolio Holder	Link to Corporate Priority
3b	B2	B2	B2	B2	A1	A1	→	Finances - longer term	Mick Hayward	Alan Jarrett	Giving value for money
19	-	A2	A2	A2	A2	A2	→	Down turn in the economy	Neil Davies	Alan Jarrett	Giving value for money
21	-	-	-	A2	A2	A2	→	Procurement	Deborah Upton	Alan Jarrett	Giving value for money
24	-	-	-	-	-	B1	→	Managing Change	Neil Davies	Alan Jarrett	Giving value for money
8a	B2	B2	B2	B2	B2	B2	→	Partnership working	Stephanie Goad	Janice Bamber	Giving value for money
9b	B2	B2	B2	B2	B2	B2	→	Keeping vulnerable young people safe and on track	Rose Collinson	Les Wicks and David Widley	Children & young people having the best start in life
13	B2	B2	C2	C2	B2	B2	→	Equalities & Diversity	Stephanie Goad	Janice Bamber	Putting our customers at the centre of everything we do
17	D2	D2	B3	B2	B2	B2	→	Delivering Regeneration	Robin Cooper	Rodney Chambers	Everyone benefiting from the area's regeneration
4	B2	B2	B2	B2	C2	C2	→	Performance Management	Stephanie Goad	Janice Bamber	Giving value for money
9a	B2	B2	C2	C2	C2	C2	→	Delivering the Transformation Agenda	Rose Collinson	Tom Mason	Older & vulnerable people maintaining their independence
23	-	-	-	-	C2	C2	→	Improvement Plan for Housing Service (HRA)	Deborah Upton	Howard Doe	Putting our customers at the centre of everything we do
22	-	-	-	-	D1	D1	→	Treasury Management	Corporate Management Team	Alan Jarrett	Giving value for money
2	D2	D2	D2	D2	D2	D2	→	Business Continuity & Emergency Planning	Robin Cooper	Alan Jarrett	Safer Communities

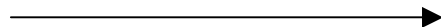
CORPORATE RISK REGISTER

RISK MATRIX - STRATEGIC PROFILE FOR SEPTEMBER 2010

Likelihood

A			19, 21	3b
B			8a, 9b, 13, 17,	24
C			4, 9a, 23	
D			2	22
E				
F				
	IV	III	II	I

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

SR 03b	Finances - longer term	Owner	Chief Finance Officer	Finance & Deputy Leader's Portfolio	Current Risk Score	A	I	Reviewed	Sep 2010
Link to Corporate Priority		Giving Value for Money							
Vulnerability			Trigger		Consequences				
The Medium Term Financial Plan identifies both significant cost pressures for the Council and a strong likelihood of unprecedented cuts in cost funding over the next 4 years			a) Announcement of Comprehensive Spending Review in October 2010 and settlement detail in December 2010		<ul style="list-style-type: none"> - Very difficult decisions around funding allocation - Service cuts - Quality of service compromised - Cutback in staffing on an already lean organisation - VFM Judgement - Tensions within the Authority around the purpose of the Council - Negative local publicity. - Damage to reputation. 				
Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs		Monitoring		
SR 03b.01	Need to ensure effective response/lobbying to Govt proposals for CSR and settlement and target media campaign in support	Chief Finance Officer	Co-ordinate responses with members, Brief MP's, Agree media campaign, Solicit support from peer authorities/partnerships.	VFM Judgement - adequacy of financial planning, effective budgetary control.	On-going		Six monthly		
SR 03b.02	Align priorities and activity of the council to resource availability through MTFP process.	Corporate Management Team	Co-ordinate responses with members, agree media campaign, solicit support from peer authorities and partners.	VFM Judgement - adequacy of financial planning, effective budget control, balanced budget and adequacy of reserves.	September to February 2011for 2011/12 Budget and Council Tax. Ongoing for 2012-2014		6 monthly then monthly from September onwards		

CORPORATE RISK REGISTER

SR 19	Down turn in the economy	Owner	Neil Davies	Finance & Deputy Leader's Portfolio	Current Risk Score	A	II	Reviewed	Sep 2010
Link to Corporate Priority		Giving Value for Money							
Vulnerability			Trigger		Consequences				
A continual downturn in economic conditions would impact upon the Council's ability to: a) support the vulnerable in our community and manage potential increase in child poverty, homelessness, benefit take-up, potential increase in anti-social behaviour and crime. b) deliver the capital programme c) raise as much income as forecast through fees and charges take forward Medway's regeneration and educational agenda			A worsening global economic climate that impacts upon Medway		<ul style="list-style-type: none"> - Negative impact on the community - Increased pressure on existing resources - Reduction/cuts to services - Increased costs of purchasing services - Land value decline putting partnering arrangements at risk - Quality of service compromised. - Relationship with partners may deteriorate - Damage to reputation. - Negative publicity - VFM Judgement jeopardised - Reduced fees in leisure facilities and car parks - Potential debt arrears (both council and others) - Increased benefit take up 				
Code	Description	Managed By	Desired Outcome	Output	Milestones/Pis	Monitoring			
SR 19.01	Regular monitoring of economic downturn by Corporate Management Team and Medway Economic Board	Director of Regeneration, Community and Culture	Performance indicators on downturn examined regularly	Continue to assess the situation	- Council income; - Planning and Building Control applications; - Vacancy rates; Houses under construction; Benefit take-up; Leisure income	Quarterly			
SR 19.02	Medway Plan for local businesses	Director of Regeneration, Community and Culture	Helping local businesses to survive the recession.	Continue to assess the situation	- all invoices paid in 20 days - Opportunities for local firms to bid for contracts	Monthly			
SR 19.03	Working with partners to deliver a 2 month benefit take-up campaign	Chief Finance Officer	Increase in numbers taking up benefits	Continue to assess the situation	N181-Time taken to process Housing Benefit/Council Tax Benefit new claims and change events DWP DSO	Monthly			
SR 19.04	Review investment strategy	Chief Finance Officer	Assess funding streams and adjust spending priorities	Continue to assess the situation	Capital monitoring reports	Monthly			
SR 19.05	Regular reports on capital programme to Management and Members	Chief Finance Officer	Reports based on historic data forecast to end of year position	<ul style="list-style-type: none"> • Finance Teams to produce data in collaboration with Managers. • Management to identify corrective action. • Members (Cabinet) to approve action 	Monitoring reports	Quarterly			

CORPORATE RISK REGISTER

SR 21	Procurement	Owner	Housing & Corporate Services (AD)	Finance & Deputy Leader's Portfolio	Current Risk Score	A	II	Reviewed	Sep 2010
Link to Corporate Priority		Giving Value for Money							
Vulnerability			Trigger		Consequences				
Procurement processes are not consistently applied across the council.			- Complaints/challenge from tenders to procurement decisions. - Audit reviews reveal weaknesses		<ul style="list-style-type: none"> - Legal challenges - Negative publicity - Council does not achieve value for money - Damage to reputation - VFM judgement jeopardised - Increased costs of purchasing services - Not achieving cost efficiencies - Overspend on budget allocation - Failing to achieve Members' expectations - Failing to achieve statutory responsibilities 				
Code	Description	Managed By	Desired Outcome	Output	Milestones/Pis		Monitoring		
SR 21.01	Member chaired Procurement Board and AD led Officer Scrutiny Panel that meets every three weeks	Housing & Corporate Services (AD)	To deliver the Procurement Strategy	Procurement Board meets every three weeks			Every 3 weeks		
SR 21.02	Forward Procurement Plans in place for each directorate	Directors	Timely commencement of procurement ensuring contracts are in place	Plans monitored by the Board every 3 weeks			Every 3 weeks		
SR 21.03	Create a contracts register	Directors	A contracts register that records all contracts currently in place and date due to finish	Exploration of methods to collect data to populate register					
SR 21.04	Review of procurement processes	Procurement Team	To ensure processes continue to be fit for purpose.	<ul style="list-style-type: none"> - Revised process considered by Officer Scrutiny Panel (OSP) in November 2009 - New process to be tested during December & January - Final version to OSP February 2010 			3 weekly		
SR 21.05	Training in revised procurement procedures	Procurement Team	All staff involved in procurement will understand and be able to use revised procurement processes and procedures	Refresher training for officers involved in procurement.			3 weekly		

CORPORATE RISK REGISTER

SR 24	Managing Change	Owner	Neil Davis	Customer First & Corporate Services Portfolio	Current Risk Score	B	I	Reviewed	Sep 2010
Link to Corporate Priority		Giving Value for Money							
Vulnerability			Trigger		Consequences				
<p>The council will receive less money from central government and will need to change radically over the coming months and years in response to this challenge. This will require us to systematically review the council and identify opportunities for us to be even more efficient and productive</p> <p>The organisation will have to downsize whilst at the same time retain key skills and generate new ones around things like flexibility, commissioning, influencing and partnering.</p> <p>It is also required to take the lead on public health issues and discussions are now underway.</p> <p>We need to plan for changes in the delivery of education specifically through free schools and the new academies.</p>			<p>Announcement of Comprehensive Spending Review in October 2010 and settlement detail in December 2010.</p> <p>White Paper on NHS Health reforms</p>		<ul style="list-style-type: none"> - Budget challenges will exacerbate - Radical efficiency gains lost - Economies of scale not achieved. - Opportunities for income generation are missed. - Opportunities for shared and devolved service provision are missed. - Medway marginalised - Service delivery compromised - Insufficient capacity to deliver services - Inefficient use of staff budgets - Increased levels of stress and staff absenteeism 				

Code	Description	Managed By	Desired Outcome	Output	Milestones/Pis	Monitoring
SR 24.01	Shaping the future of Medway Council	Corporate Management Team	Delivering all aspects of the 'Achieving better for less' project and planning for taking over some of the NHS Medway functions and losing responsibility for some schools.	<ul style="list-style-type: none"> - VFM/PWC project - Explore opportunities for shared services - Service managers identify alternative ways of delivering their services - Increasing income 	<ul style="list-style-type: none"> - Outline Business Cases available 01/10/10 - Final PWC report to project Board 20/10/10 - Star Chamber end of October 2010 - Cabinet report on Public Health September 2010 	<p>Weekly</p> <p>Monthly</p>
SR 24.02	Develop a workforce capable of responding to a changing environment	Organisational Services (AD)	Services continue to adapt and change	Comprehensive programme change management supported by management policy.	Revised Workforce plan in place by March 2011. Directorate Workforce Plans in place by December 2011	Quarterly
SR 24.03	Comprehensive communications plan	Corporate Management Team	Staff informed and involved	<ul style="list-style-type: none"> - Dedicated interactive intranet site - Fortnightly updates from Chief Executive 	On-Going	Weekly

CORPORATE RISK REGISTER

SR 08a	Partnership working	Owner	Communications, Performance & Partnerships (AD)	Customer First & Corporate Services Portfolio	Current Risk Score	B	II	Reviewed	Sep 2010
Link to Corporate Priority		Giving Value for Money							
Vulnerability			Trigger		Consequences				
<p>The council is involved in a number of key partnerships to deliver for the people of Medway and going forward this will be an even more important part of how Local Authorities deliver better outcomes for their area as all agencies respond to cuts in public spending. Changes in national policy with the lessening of prescription around partnership arrangements in some areas eg childrens trust and community safety partnership, will give the council and partners greater flexibility. The risk is that without prescription and in the context of reduced spending, agencies will retrench into silo working. Other national changes in relation to health and education pose potential risks to partnership working.</p>			<ul style="list-style-type: none"> - A key partnership fails to deliver - Statutory responsibilities are not adequately recognised through partnership arrangements. - Sustainable community strategy and other key partnership targets are off track 		<ul style="list-style-type: none"> - Council's capacity - Impact on service delivery - Community outcomes compromised. - Relationship with partners may deteriorate - Don't get joined up approach to achieving the vision for Medway - Financial implications - Claw-back of grants - More difficult to control budget requirements - Poor inspection outcomes - Statutory responsibilities 				
Code	Description	Managed By	Desired Outcome	Output	Milestones/Pis	Monitoring			
SR 08a.01	LSP has been reviewed with new Board in place which engages all key decision makers in Medway	Communications, Performance & Partnerships (AD)	New Local Strategic Partnership structure works effectively	<ul style="list-style-type: none"> - All partners routinely attend and participate in Board and relevant thematic partnership meetings - Evidence of LSP partners aligning SCS priority actions into their own strategies and key plans 	OPM are supporting the review of LSP partnership working. Board discussed design principles at its meeting in September 2010. Finalised new ways of working to be agreed November 2011 for immediate implementation.	Post implementation review of changes Nov 2011			
SR 08a.05	Clarity of processes and procedures for setting managing and monitoring budgets operated by one organisation on behalf of both	Director of Children and Adults	Protocols to be set out in original agreements to pool budgets or combine services or take on lead commissioning responsibilities	Clarity of processes and procedures for setting managing and monitoring budgets operated by one organisation on behalf of both	At time of signing agreements				

CORPORATE RISK REGISTER

SR 09b	Keeping vulnerable young people safe and on track	Owner	Rose Collinson	Children's Services and Children's Care Portfolios	Current Risk Score	B	II	Reviewed	Sep 2010
Link to Corporate Priority		Children and Young People Having the Best Start in Life							
Vulnerability			Trigger		Consequences				
<ul style="list-style-type: none"> - There are challenges to the demand-led children services within Medway. - There are more, younger, people coming into the system with intensive support SEN needs. - These services represent major components of the Councils funding provision. - National and local evidence base that Children and Young people in care are more vulnerable to poorer outcomes - Changes in the youth justice system requiring new skills set within existing practitioners. 			The Council is unable to address these issues with cost effective, innovative solutions.		<ul style="list-style-type: none"> - More and more resource needed to run the service - Poorer outcomes for children and young people - Significant budget overspends - Money drawn from other services - Cost spiral - Reductions in service level the council can offer - Revenue problems not resolved by capital investments - Adverse effect on staff morale affected - Adverse effect on assessments - Council may be required to make unpopular decisions. - Councils finances compromised 				
Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs		Monitoring		
SR 09b.01	Since the beginning of the financial year the numbers of looked after children has steadily risen to a record level of 382 at the end of August. In part this is due to the requirement for Local Authorities to look after vulnerable 16-18 year olds following the 'Southwark' judgement. This has resulted in a significant rise in spend.	Children's Care (AD)	Service is delivered within budgetary constraints whilst maintaining the safety of children and young people.	- Needs of children and young people looked after by the Council are met to ensure best outcomes possible for them. - Family Group conferencing impacts on reduced numbers of young people entering care system.	- The January report to the corporate parenting group - Monthly performance digest reported to GOSE		Reviewed monthly		
SR 09b.03	In recognition of the high risks facing councils in their duties to safeguard children, as highlighted by the 'Baby P' case and the Laming report, the Council have decided to invest in improvements to safeguard children.	Children's Care (AD)	Ensuring service is delivered effectively and children are kept safe, within a budget whilst making sure that resourcing issue doesn't put our most vulnerable at risk.	- Performance is monitored monthly through the AD's performance digest and quarterly through the AD quarterly report. - Additional file audits look at current practice and record keeping.	Internal and external review and NIs demonstrate risk to vulnerable children and young people is being effectively managed		Monthly		

CORPORATE RISK REGISTER

Code	Description	Managed By	Desired Outcome	Output	Milestones/Pis	Monitoring
SR 09b.04	A 5 year SEN Strategy setting out milestones towards more inclusive, VFM, local provision to meet the needs of CYP with SEN, has been developed.	Inclusion (AD)	Ensuring service delivered within budgetary constraints	Strategy adopted by Cabinet in January 2010 and provision is being developed.	Less out of area SEN placements; more children being educated in mainstream schools with outreach.	SEN data is reviewed as part of the AD's quarterly performance digest and ADQ.
SR 09b.05	Ensure practitioners are equipped to be compliant with changes in the Youth Justice system and that monitoring systems are in place to track this.	Inclusion (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.	Performance is monitored monthly (proxy figures) and quarterly (YJB information) 1: 1 meetings with Head of Service	December and subsequent report to YOT management board will show the YOT's response to the new CJSSS and Youth Rehabilitation order. September 2010 YOT management board will have analysis of offenders to inform service delivery.	The number of YOT clients are reviewed monthly and quarterly with reports being taken to the YOT management board (chaired by CEO)

CORPORATE RISK REGISTER

SR 13	Equality and diversity	Owner	Communications, Performance & Partnerships (AD)	Customer First & Corporate Services Portfolio	Current Risk Score	B	II	Reviewed	Sep 2010
Link to Corporate Priority		Putting Our Customers At The Centre of Everything we do							
Vulnerability			Trigger		Consequences				
Ensuring the council complies fully with its duties under equalities legislation to carry out diversity impact assessments. Public sector spending cuts allied with the passing of the Equality Act 2010, increase the profile of equalities issues and the potential for claims, including court action, if DIA processes are not rigorous. The effectiveness of DIAs is dependent upon services routinely gathering equalities data about the patterns of usage of their service and the difference they make.			A case is brought and the council is found to have failed its duties under equalities legislation		<ul style="list-style-type: none"> - Cost to go to a tribunal - Not meeting people's needs - Financial liability / court action - Seen as a poor employer - Loss of reputation - Adverse inspection for children and adults services 				
Code	Description	Managed By	Desired Outcome	Output	Milestones/Pis		Monitoring		
SR 13.02	Policies on Cabinet forward plan given focused corporate support to ensure DIAs are completed	Communications, Performance & Partnerships (AD)	All policy documents have a robust DIA which is undertaken at an early stage in policy formation.	<ul style="list-style-type: none"> - Programme for carrying out diversity impact assessments in place for all service areas and being carried out. - Policies due to go to cabinet are not considered unless DIA has been carried out - Item on agenda of meetings for Equal Opportunities Core Value Working Group - DIA review group is now established to improve consistency of DIA's across the authority, Positively, external inspectors have described the DIA process as sound. 			Quarterly		

CORPORATE RISK REGISTER

SR 17	Delivering regeneration	Owner	Robin Cooper	Leader's Portfolio	Current Risk Score	B	II	Reviewed	Sep 2010
Link to Corporate Priority		Everyone Benefitting from the Areas Regeneration							
Vulnerability			Trigger		Consequences				
<p>The Council has been granted substantial Government funding to regenerate the area. The programme is planned to bring 30,000 people to Medway up to 40,000 jobs and 17,000 new homes in the next 20 plus years. Delays to the programme could result in allocated funding not being spent at the end of the 3 year funding programme, March 2011.</p> <p>There are challenges for the provision and maintenance of effective infrastructure. Particular areas of concern are highways and water capacity.</p> <p>It is vital the benefits are felt by the population of Medway, so that the new jobs are not filled by only people from outside the area.</p> <p>The programme will be significantly affected by the current economic down-turn. At present funding for future regeneration is uncertain.</p>			<p>The Council fails to achieve the economic, social and infrastructure regeneration agenda</p>		<ul style="list-style-type: none"> - Regeneration projects not completed - Not be able to spend funding - Potential damage to Council's reputation - Not able to meet member, government and the public's expectations - Deteriorating physical assets - Developers deterred - Investment wasted - Young people are not catered for in the 'new world' - Low skills base among some residents remains - Disconnect between skills and employment opportunities - Maintenance of low aspiration culture - New jobs unfilled or filled by non-local population - Increased commuting and pressure on transportation - Negative impact on community cohesion 				
Code	Description	Managed By	Desired Outcome	Output	Milestones/Pis		Monitoring		
SR 17.01	Outline infrastructure needs identified.	Director of Regeneration, Community and Culture	Completion of establishment of a S106 policy and Inward investments	- Funding for detailed appraisal secured for 16 regeneration projects	<ul style="list-style-type: none"> - On-going government funding and S106 contributions - Generation of funds to carry out the work and investors confidence; - 20 year development programme 		Quarterly		
SR 17.02	Homes and Communities Agency (HCA) alerted to the impact of lack of funding and dialogue opened with External Partners.	Director of Regeneration, Community and Culture	CLG will confirm funding commitments	Funding identified to continue regeneration.	Regeneration plans are outlined in Medway Renaissance Annual report are met.		Quarterly		
SR 17.04	Regular meetings with stakeholders to consider the delivery plans	Director of Regeneration, Community and Culture	Delivery plans are implemented on time and to budget	Investors come forward for regeneration sites.	As detailed in individual delivery plans		monthly		

CORPORATE RISK REGISTER

SR 04	Performance Management	Owner	Communications, Performance & Partnerships (AD)	Customer First & Corporate Services Portfolio	Current Risk Score	C	II	Reviewed	30 Nov 2010
Link to Corporate Priority		Giving Value for Money							
Vulnerability			Trigger		Consequences				
There have been in the past concerns that performance is not consistently managed across the Council. The Council has introduced a comprehensive performance management (and business planning) framework. The major risk is that the removal of CAA will lead to less priority and focus being given to effective management of performance at council wide and service levels.			The council fails to embed a robust performance management system		<ul style="list-style-type: none"> - Council is not clear on what it wants to achieve so cannot demonstrate difference it is making to the public - Customers do not receive the services they need - Silo-ism reinforced - Rate of improvement is impeded - Not getting Value for Money or able to evidence it 				
Code	Description	Managed By	Desired Outcome	Output	Milestones/Pis		Monitoring		
SR 04.05	Detailed scrutiny of targets		More detailed scrutiny of underperforming (red rated) targets to take place by senior officers, cabinet and O&S	Council Plan outcomes are used as key management tool to drive performance improvement. Positive performance trend	Quarterly monitoring reports; More detailed assessment being undertaken by CMT; O&S considered red targets in last meeting cycle - variable success; Standard methodology to be developed to support the committee.		Quarterly		
SR 04.07	Revise council plan and performance framework in light of abolition of CAA	Stephanie Goad	Council activity directed towards priority areas with improvements in service delivery	A clearly detailed policy and performance framework that reflects local community views, focuses on VFM and improvement, and takes into account the new financial environment in which the authority and the public sector as a whole operates.	In year review of council plan has taken place. Consultation ongoing with citizens panel to support development of priorities in new Council plan which will be developed alongside budget.				
SR 04.08	Review performance management resource deployment across the council as part of better for less vfm project	Stephanie Goad	More effective performance management arrangements	An effectively resourced performance management framework to drive performance improvement	Outline business case being developed.				

CORPORATE RISK REGISTER

SR 09a	Delivering the Transformation Agenda	Owner	Rose Collinson	Adult Services Portfolio	Current Risk Score	C	II	Reviewed	Sep 2010
Link to Corporate Priority		Older and Vulnerable People Maintaining Their Independence							
Vulnerability			Trigger		Consequences				
<ul style="list-style-type: none"> - The population of older people is set to considerably increase. - The expectations of vulnerable and older people and their families are rising. 			Delivering the Transformation Agenda within Government prescribed timescales		<ul style="list-style-type: none"> - Costs spiral - Reductions in service customers receive - Regulatory intervention 				

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR 09a.01	Effective partnerships with people using services, carers and other local citizens	Social Care (AD)	Formal and informal structures in place to allow citizens, user and carer representatives to contribute to the local design and delivery of social care transformation.	<ul style="list-style-type: none"> - Plans in place to meet the DH target of a User-led Organisations (ULO) in place by the end of 2010. - Users of personal budgets are directly involved in the developments of Personal Budgets. - People using care and support are being directly involved to co-produce transformation. - Medway DVD has been produced and is included in new Adult Social Care Handbook, due to be distributed to the public and service providers in February 2010. 	<p>April 2010 - A communication made to the public including all current service users and to all local stakeholders about the transformation agenda and its benefits.</p> <p>October 2010 - Local service users understand the changes to personal budgets and that many are contributing to the development of local practice.</p> <p>December 2010 - Council areas have at least one user-led organisation who are directly contributing to the transformation to personal budgets.</p>	Monthly
SR 09a.02	Self-directed support and personal budgets	Social Care (AD)	Systems in place to allow citizens who require social care support to easily find and choose quality support, and control when and where services are provided and by whom.	<ul style="list-style-type: none"> - We have started to use issue personal budgets - On course to achieve the LAA target of 7% for NI 130 for 09/10. Currently performance for Q3 is 6.73% - The mechanism in use for 09/10 is the Interim Customer Pathway (triggered by reviews of existing customers). 	<p>April 2010 - The Council has introduced personal budgets, which are being used by existing or new service users/carers.</p> <p>October 2010 - All new service users/carers (with assessed need for on-going support) are offered a personal budget.</p> <p>October 2010 - All service users whose care plans are subject to review are offered a personal budget.</p> <p>April 2011 - At least 30% of eligible service users/carers have a personal budget.</p>	Monthly

CORPORATE RISK REGISTER

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR 09a.03	Prevention and cost effective services	Social Care (AD)	<ul style="list-style-type: none"> - Support available to enable citizens requiring help to stay independent for as long as possible - Council-wide and partnership approaches to universal services 	<ul style="list-style-type: none"> - Local initiatives to deliver prevention and early intervention are underway, and led by social care e.g. MEAPS (Medway Enablement & Prevention Service). - Initial Intake Team, Dementia Project, Extra Care Housing, Well-being fund. Health and Social Care partners intend to write a joint strategy for Health and Well-being in Medway, as referenced in the OP joint commissioning strategy. 	<p>April 2010 - The council has a clear strategy, jointly with health, for how it will shift some investment from reactive provision towards preventative and enabling/ rehabilitative interventions for 2010/11. Agreements should be in place with health to share the risks and benefits to the 'whole system'.</p> <p>October 2010 -That processes are in place to monitor across the whole system the impact of this shift in investment towards preventative and enabling services. This will enable efficiency gains to be captured and factored into joint investment planning, especially with health.</p> <p>April 2011 - That there is evidence that cashable savings have been released as a result of the preventative strategies and that overall social care has delivered a minimum of 3% cashable savings.</p> <p>April 2011 -There should also be evidence that joint planning has been able to apportion costs and benefits across the 'whole system'.</p>	monthly
SR 09a.04	To make easily available relevant information and advice	Social Care (AD)	<ul style="list-style-type: none"> - All citizens are able to easily find locally relevant quality information and advice about their care and support needs in order to enable control and inform choice. - The development of a single coherent service strategy. 	<ul style="list-style-type: none"> - 21 January 2010 - the UIAG group met to progress the development of the strategy. - Adult Social Care Handbook that incorporates a locally developed DVD about Personal Budgets. This is a small step to developing multi-media information for people with social care needs. 	<p>April 2010 - The Council has a strategy in place to create universal information and advice services.</p> <p>October 2010 - The Council has put in place arrangements for universal access to information and advice.</p> <p>April 2011 - The public are informed about where they can</p>	monthly

CORPORATE RISK REGISTER

Code	Description	Managed By	Desired Outcome	Output	Milestones/Pis	Monitoring
					go to get the best information and advice about their care and support needs.	
SR 09a.05	Commissioning strategies that incentivise development of diverse and high quality services, and balance investment in prevention, early intervention/reablement with provision of care and support for those with high-level complex needs.	Social Care (AD)	The development of a diverse and high quality market in care and support services to offer real choice and control to service users and their carers.	<ul style="list-style-type: none"> - The Council is establishing a market development group, which will contribute to the co-production of a market development strategy. - A market development questionnaire has been developed, distributed and returned. The information will contribute to profiling the market as a benchmark. - Medway wide Providers Forum and market development events led by GL. - Developing arrangements to support new and existing businesses through the Council's mainstream Business Development Unit. - Clear links between adults social care transformation and the NHS local services commissioning in the Older People's Strategy and the Carers Strategy. - Synergies between adult social care and NHS commissioning are recognised in current partnerships. - Contracted services continue to be needs led. 	<p>April 2010 - Councils and PCTs have commissioning strategies that address the future needs of their local population and have been subject to development with all stakeholders especially service users and carers; providers and third sector organisations in their areas. These commissioning strategies take account of the priorities identified through their JSNAs.</p> <p>October 2010 - Providers and third sector organisations are clear on how they can respond to the needs of people using personal budgets.</p> <p>October 2010 - An increase in the range of service choice is evident.</p> <p>October 2010 - The Council has clear plans regarding the required balance of investment to deliver the transformation agenda.</p> <p>April 2011 - Stakeholders are clear on the impact that purchasing by individuals, both publicly (personal budgets) and privately funded, will have on the procurement of councils and PCTs in such a way that will guarantee the right kind of supply of services to meet local care and support needs.</p>	monthly

CORPORATE RISK REGISTER

SR 23	Improvement Plan for Housing Service (HRA)	Owner	Deborah Upton	Housing and Community Services Portfolio	Current Risk Score	C	II	Reviewed	Sep 2010
Link to Corporate Priority		Putting Our Customers At The Centre of Everything we do							
Vulnerability			Trigger		Consequences				
A peer review of HRA housing services identified a number of issues which could result in the Council receiving a poor inspection score. Action taken fails to improve the service			Poor inspection may result in intervention or an enforced transfer of management		<ul style="list-style-type: none"> - Potential negative impact on the community - Damage to the Council's reputation for housing services - Negative local publicity - High profile service under the spotlight - Impact on service delivery - Complaints from residents - Low staff morale - Financial implications 				
Code	Description	Managed By	Desired Outcome	Output	Milestones/Pis		Monitoring		
SR 23.01	Implementation of the HRA improvement plan	Housing & Corporate Services (AD)	Actions will improve the service	All identified actions by the peer review have been developed into an action plan and issues will be dealt with through this mechanism.	Actions completed by end of December 2010		Monthly by Housing DMT, Key actions quarterly by CMT		

CORPORATE RISK REGISTER

SR 22	Treasury Management	Owner	Chief Finance Officer	Finance & Deputy Leader's Portfolio	Current Risk Score	D	I	Reviewed	Sep 2010
Link to Corporate Priority		Giving Value for Money							
Vulnerability			Trigger		Consequences				
a) The Council could lose money as happened to other local authorities when financial institutions fail. b) Unexpected changes in interest rates.			Loss of resources due to external events beyond the Council's control		<ul style="list-style-type: none"> - Loss of resources - Damage to reputation. - Negative publicity - VFM Judgement jeopardised - Increased pressure on existing resources - Reduction/cuts to services - Quality of service compromised. - Relationship with partners may deteriorate 				

Code	Description	Managed By	Desired Outcome	Output	Milestones/Pis	Monitoring
SR 22.02	Review the treasury management strategy and performance	Chief Finance Officer	Highlight any areas of concern that have arisen since the original strategy was approved	The Outturn report in June. Mid-year report in November. Monthly budget monitoring reports.	- Cost of external debt. - Breaches of policy - Interest earned on investments.	6 monthly
SR 22.03	Monitoring reports and regular review by members in both executive and scrutiny functions	Chief Finance Officer	To ensure that those with responsibility for the treasury management function appreciate the implications of treasury management policies and activities, and that those implementing policies and executing transactions have properly fulfilled their responsibilities with regard to delegation and reporting	<ul style="list-style-type: none"> • Enhanced member involvement, understanding, responsibility and scrutiny. • Training for officers and members 	Member training carried out Feb 2010, Next Member training due at the reporting stage of mid year review. On-going officer training	As & when required

CORPORATE RISK REGISTER

SR 02	Business continuity and emergency planning	Owner	Robin Cooper	Finance & Deputy Leader's Portfolio	Current Risk Score	D	II	Reviewed	Sep 2010
Link to Corporate Priority		Safer Communities							
Vulnerability			Trigger		Consequences				
<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 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>		<ul style="list-style-type: none"> - Response to event is not rapid, adequate nor effective. - Lack of clear communication lines - Essential service priorities not clearly understood. - Communication between agencies and the public is poor. - Residents expect more from their Council - Local press quick to seize issue. - Comparisons made with other local authorities and resilience groups - A death, or deaths, in the community - Legal challenge under the 'Civil Contingencies Act 2004' 				
Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs		Monitoring		
SR 02.01	Continue to develop the Council's Emergency Plan	Director of Regeneration, Community and Culture	<ul style="list-style-type: none"> - Revised plan agreed by CMT - Continued engagement with Kent Resilience Forum - Staff trained in emergency response management 	<ul style="list-style-type: none"> - Existing plan in place - Programme of on-going review of COMAH plans - Emergency response operations room in place. 	<ul style="list-style-type: none"> - Draft plan update in place - Programme of staff training in place by January 2011 		On-going		
SR 02.02	Business continuity plans completed to implement the actions	Director of Regeneration, Community and Culture	All services will have an up-to-date and tested Business Continuity Plan	<ul style="list-style-type: none"> - Gloucestershire County Council Model adopted and amended to reflect Medway's requirements; - BCM Policy agreed; - BCM principles and project aims communicated to divisional management teams across the Council. - A Corporate Recovery Plan tested in September 2009; - IT Recovery Plan in place; - Agreement that all services will develop a business continuity plan. 	Plans need to be tested.		Quarterly reports to Strategic Risk Management Group		