

**BUSINESS SUPPORT**  
**OVERVIEW AND SCRUTINY COMMITTEE**  
**22 MARCH 2011**  
**6 MONTHLY REVIEW OF THE COUNCIL'S**  
**CORPORATE BUSINESS RISK REGISTER**

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

Author: Joy Kirby, Quality Assurance & Client Manager

**Summary**

In accordance with paragraph 4.1 of the Council's Risk Management Strategy, this report is to discuss 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 Corporate Risk Register was last reviewed by Cabinet on 30 November 2010. The following changes were made to the register at that time:

- Risk Ref: SR 05 – Waste Management: Deleted
- Risk Ref: SR 20 – Flu Pandemic: rating reduced to E2
- Risk Ref: SR 14 – Delivering Radical Innovation and Risk Ref: 07 – Workforce Planning and Capacity were merged to create a new risk SR 24 Managing Change

**3. Advice and analysis**

3.1 Risks owners have reviewed their risks and updated them as detailed in Appendix B and the following recommendations have been proposed:

- 3.1.1 Risk Ref: SR21 – Procurement – **down grade** risk rating from A2 to C2 takes into account implementation of the mitigating actions.
- 3.1.2 Risk Ref: SR23 - Improvement Plan for Housing Service (HRA) – **down grade** risk rating from C1 to E2 to reflect the fact that the majority of the actions identified in the inspection have now been completed. It will remain part of the register and be reviewed every six months but will not appear as a key risk.
- 3.2 Appendix A - Record of Amendments, summarises the amendments to the risk register.

#### **4. Consultation**

- 4.1 The Strategic Risk Management Group and risk owners have been consulted on the proposed amendments to the risk register. Members will be consulted on the Corporate Risk Register via Overview and Scrutiny and Cabinet.

#### **5. Financial and legal implications**

- 5.1 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. Recommendation**

- 6.1 Members' views are sought on the Management Team's recommendations on amendments to the Council's Risk Register.

#### **Lead officer contact**

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**Appendices:** Appendix A - Record of Amendments  
Appendix B - 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

## 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	Rating Feb 11	Move ment	Risk Description	Owner	Portfolio Holder	Link to Corporate Priority
3b	B2	B2	B2	B2	A1	A1	A1	→	Finances - longer term	Mick Hayward	Alan Jarrett	Giving value for money
19	-	A2	A2	A2	A2	A2	A2	→	Down turn in the economy	Neil Davies	Alan Jarrett	Giving value for money
24	-	-	-	-	-	B1	B1	→	Managing Change	Neil Davies	Alan Jarrett	Giving value for money
8a	B2	B2	B2	B2	B2	B2	B2	→	Partnership working	Stephanie Goad	Janice Bamber	Giving value for money
9b	B2	B2	B2	B2	B2	B2	B2	→	Keeping vulnerable young people safe and on track	Rose Collinson	Les Wicks and David Widley	Children and young people have the best start in life in Medway
13	B2	B2	C2	C2	B2	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	B2	→	Delivering Regeneration	Robin Cooper	Rodney Chambers	Everyone benefiting from the area's regeneration
4	B2	B2	B2	B2	C2	C2	C2	→	Performance Management	Stephanie Goad	Janice Bamber	Giving value for money
9a	B2	B2	C2	C2	C2	C2	C2	→	Delivering the Transformation Agenda	Rose Collinson	Tom Mason	Adults maintain their independence and live healthy lives
21	-	-	-	A2	A2	A2	C2	↓	Procurement	Deborah Upton	Alan Jarrett	Giving value for money
22	-	-	-	-	D1	D1	D1	→	Treasury Management	Corporate Management Team	Alan Jarrett	Giving value for money
2	D2	D2	D2	D2	D2	D2	D2	→	Business Continuity & Emergency Planning	Robin Cooper	Alan Jarrett	Safe, clean and green Medway



Corporate Business Risk Register

RISK MATRIX - STRATEGIC PROFILE FOR FEBRUARY 2011

↑       Likelihood	<b>A</b>			19	3b
	<b>B</b>			8a, 9b, 13, 17,	24
	<b>C</b>			4, 9a, 21	
	<b>D</b>			2	22
	<b>E</b>			20, 23	
	<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 Business Risk Register

SR 03b	Finances - longer term	Owner	Chief Finance Officer	Finance & Deputy Leader's Portfolio	Current Risk Score	A	I	Reviewed	23 Feb 2011
Link to Corporate Priority		Giving Value for Money							
Vulnerability			Trigger		Consequences				
The Medium Term Financial Plan and SR 2010 identify both significant cost pressures for the Council and a strong likelihood of unprecedented cuts in funding over the next 3 years. The settlement for 2012/13 confirmed a further 8% cut in grant support and although there is to be a review of the distribution formula for 2013/14 there is no guarantee that this will be beneficial in terms of avoiding further cuts to grant.			Announcement of the Spending Review in October 2010 and settlement detail in December 2010 has confirmed fears of unprecedented funding reductions		<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/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 Business Risk Register

SR 19	Down turn in the economy	Owner	Chief Executive	Finance & Deputy Leader's Portfolio	Current Risk Score	A	II	Reviewed	23 Feb 2011
Link to Corporate Priority		Giving Value for Money							
<b>Vulnerability</b>			<b>Trigger</b>		<b>Consequences</b>				
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 d) take forward Medway's regeneration and educational agenda			A worsening global economic climate that impacts upon Medway		<ul style="list-style-type: none"> <li>- Negative impact on the community</li> <li>- Increased pressure on existing resources</li> <li>- Reduction/cuts to services</li> <li>- Increased costs of purchasing services</li> <li>- Land value decline putting partnering arrangements at risk</li> <li>- Quality of service compromised.</li> <li>- Relationship with partners may deteriorate</li> <li>- Damage to reputation.</li> <li>- Negative publicity</li> <li>- VFM Judgement jeopardised</li> <li>- Reduced fees in leisure facilities and car parks</li> <li>- Potential debt arrears (both council and others)</li> <li>- Increased benefit take up</li> </ul>				
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 an annual 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 for regeneration/education initiatives	Chief Finance Officer	Assess funding streams and adjust spending priorities	Continue to assess the situation	Capital monitoring reports		Monthly		
SR 19.05	Regular reports on capital programme to Management and Members	Chief Finance Officer	Reports based on historic data forecast to end of year position	<ul style="list-style-type: none"> <li>- Finance Teams to produce data in collaboration with Managers.</li> <li>- Management to identify corrective action.</li> <li>- Members (Cabinet) to approve action</li> </ul>	Monitoring reports		Quarterly		

Corporate Business Risk Register

SR 24	Managing Change	Owner	Chief Executive	Customer First & Corporate Services Portfolio	Current Risk Score	B	I	Reviewed	23 Feb 2011
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>SR 2010 confirmed funding fears. Budget setting identified action for 2011/12. Medium Term Financial Plan (September 2011) to identify forward requirements</p>		<ul style="list-style-type: none"> <li>· Budget challenges will exacerbate</li> <li>· Radical efficiency gains lost</li> <li>· Economies of scale not achieved.</li> <li>· Opportunities for income generation are missed.</li> <li>· Opportunities for shared and devolved service provision are missed.</li> <li>· Medway marginalised</li> <li>· Service delivery compromised</li> <li>· Insufficient capacity to deliver services</li> <li>· Inefficient use of staff budgets</li> <li>· Increased levels of stress and staff absenteeism</li> </ul>				
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 'Better for less' project and planning for taking over some of the NHS Medway functions and losing direct responsibility for some schools	<ul style="list-style-type: none"> <li>- VFM/PWC project</li> <li>- Explore opportunities for shared services</li> <li>- Service managers identify alternative ways of delivering their services</li> <li>- Increasing income</li> </ul>	<ul style="list-style-type: none"> <li>- Release 1 services within the customer management/decision making and administration business cases to be completed by Dec 2011</li> <li>- MTFP - Sept 2011</li> </ul>		Monthly		
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"> <li>- Dedicated interactive intranet site</li> <li>- Fortnightly updates from Chief Executive</li> </ul>	On-Going		Weekly		



Corporate Business Risk Register

SR 08a	Partnership working	Owner	Communications, Performance & Partnerships (AD)	Customer First & Corporate Services Portfolio	Current Risk Score	B	II	Reviewed	23 Feb 2011
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 e.g. children's 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>			<p>- 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</p>		<p><input type="checkbox"/> Council's capacity  <input type="checkbox"/> Impact on service delivery  <input type="checkbox"/> Community outcomes compromised.  <input type="checkbox"/> Relationship with partners may deteriorate  <input type="checkbox"/> Don't get joined up approach to achieving the vision for Medway  <input type="checkbox"/> Financial implications  <input type="checkbox"/> Claw-back of grants  <input type="checkbox"/> More difficult to control budget requirements  <input type="checkbox"/> Poor inspection outcomes  <input type="checkbox"/> Statutory responsibilities</p>				

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	- 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	Implementation by April 2011	Post implementation review of changes April 2012
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 Business 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	23 Feb 2011
Link to Corporate Priority		Children and young people have the best start in life in Medway							
Vulnerability			Trigger	Consequences					
<ul style="list-style-type: none"> <li>- There are challenges to the demand-led children services within Medway.</li> <li>- There are more, younger, people coming into the system with intensive support SEN needs.</li> <li>- These services represent major components of the Councils funding provision.</li> <li>- National and local evidence base that Children and Young people in care are more vulnerable to poorer outcomes</li> <li>- Changes in the youth justice system requiring new skills set within existing practitioners.</li> </ul>			The Council is unable to address these issues with cost effective, innovative solutions.	<ul style="list-style-type: none"> <li>- More and more resource needed to run the service</li> <li>- Poorer outcomes for children and young people</li> <li>- Significant budget overspends</li> <li>- Money drawn from other services</li> <li>- Cost spiral</li> <li>- Reductions in service level the council can offer</li> <li>- Revenue problems not resolved by capital investments</li> <li>- Adverse effect on staff morale affected</li> <li>- Adverse effect on assessments</li> <li>- Council may be required to make unpopular decisions.</li> <li>- Councils finances compromised</li> </ul>					
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.	<ul style="list-style-type: none"> <li>- Needs of children and young people looked after by the Council are met to ensure best outcomes possible for them.</li> <li>- Family Group conferencing impacts on reduced numbers of young people entering care system.</li> </ul>	<ul style="list-style-type: none"> <li>- The January report to the corporate parenting group</li> <li>- Monthly performance digest reported to GOSE</li> </ul>	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.	<ul style="list-style-type: none"> <li>- Performance is monitored monthly through the AD's performance digest and quarterly through the AD quarterly report.</li> <li>- Additional file audits look at current practice and record keeping.</li> </ul>	<ul style="list-style-type: none"> <li>Internal and external review and NIs demonstrate risk to vulnerable children and young people is being effectively managed</li> </ul>	Monthly			

## Corporate Business 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 Business Risk Register

SR 13	Equality and diversity	Owner	Communications, Performance & Partnerships (AD)	Customer First & Corporate Services Portfolio	Current Risk Score	B	II	Reviewed	23 Feb 2011
Link to Corporate Priority		Putting Our Customers At The Centre of Everything we do							
Vulnerability			Trigger		Consequences				
Ensuring the council complies fully with its duties under equalities legislation to carry out diversity impact assessments. Public sector spending cuts allied with the passing of the Equality Act 2010, increase the profile of equalities issues and the potential for claims, including court action, if DIA processes are not rigorous or given appropriate consideration in decision making. The effectiveness of DIAs is dependent upon services routinely gathering equalities data about the patterns of usage of their service and the difference they make and using data and intelligence to inform impact assessments.			A case is brought and the council is found to have failed its duties under equalities legislation		<input type="checkbox"/> Cost to go to a tribunal <input type="checkbox"/> Not meeting people's needs <input type="checkbox"/> Financial liability / court action <input type="checkbox"/> Seen as a poor employer <input type="checkbox"/> Loss of reputation <input type="checkbox"/> Adverse inspection for children and adults services				
Code	Description	Managed By	Desired Outcome	Output	Milestones/Pis			Monitoring	
SR 13.02	Policies on Cabinet forward plan given focused corporate support to ensure DIAs are completed	Communications, Performance & Partnerships (AD)	All policy documents have a robust DIA which is undertaken at an early stage in policy formation.	- Programme for carrying out diversity impact assessments in place for all service areas and being carried out. - Relevant policies and significant changes to service due to go to cabinet are not considered unless DIA has been carried out - Item on agenda of meetings for Equal and Access Group - DIA review group is now established to improve consistency of DIA's across the authority, Positively, external inspectors have described the DIA process as sound.				Quarterly	

## Corporate Business Risk Register

SR 17	Delivering regeneration	Owner	Director Regeneration, Community & Culture	Leader's Portfolio	Current Risk Score	B	II	Reviewed	23 Feb 2011
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 50,000 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>		<input type="checkbox"/> Regeneration projects not completed <input type="checkbox"/> Not be able to spend funding <input type="checkbox"/> Potential damage to Council's reputation <input type="checkbox"/> Not able to meet member, government and the public's expectations <input type="checkbox"/> Deteriorating physical assets <input type="checkbox"/> Developers deterred <input type="checkbox"/> Investment wasted <input type="checkbox"/> Young people are not catered for in the 'new world' <input type="checkbox"/> Low skills base among some residents remains <input type="checkbox"/> Disconnect between skills and employment opportunities <input type="checkbox"/> Maintenance of low aspiration culture <input type="checkbox"/> New jobs unfilled or filled by non-local population <input type="checkbox"/> Increased commuting and pressure on transportation <input type="checkbox"/> 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	- 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 Business Risk Register

SR 04	Performance Management	Owner	Communications, Performance & Partnerships (AD)	Customer First & Corporate Services Portfolio	Current Risk Score	C	II	Reviewed	23 Feb 2011
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		<input type="checkbox"/> The Council is not clear on what it wants to achieve so cannot demonstrate difference it is making to the public customers do not receive the services they need <input type="checkbox"/> Silo-ism reinforced <input type="checkbox"/> Rate of improvement is impeded <input type="checkbox"/> 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 Business Risk Register

SR 09a	Delivering the Transformation Agenda	Owner	Rose Collinson	Adult Services Portfolio	Current Risk Score	C	II	Reviewed	23 Feb 2011
Link to Corporate Priority		Adults maintain their independence and live healthy lives							
Vulnerability			Trigger		Consequences				
<ul style="list-style-type: none"> <li>- The population of older people is set to considerably increase.</li> <li>- The expectations of vulnerable and older people and their families are rising.</li> </ul>			Delivering the Transformation Agenda within Government prescribed timescales		<ul style="list-style-type: none"> <li>- Costs spiral</li> <li>- Reductions in service customers receive</li> <li>- Regulatory intervention</li> </ul>				
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"> <li>- Plans in place to meet the DH target of a User-led Organisations (ULO) in place by the end of 2010.</li> <li>- Users of personal budgets are directly involved in the developments of Personal Budgets.</li> <li>- People using care and support are being directly involved to co-produce transformation.</li> <li>- Medway DVD has been produced and is included in new Adult Social Care Handbook, due to be distributed to the public an service providers in February 2010.</li> </ul>	<b>April 2010</b> - A communication made to the public including all current service users and to all local stakeholders about the transformation agenda and its benefits. <b>October 2010</b> - Local service users understand the changes to personal budgets and that many are contributing to the development of local practice. <b>December 2010</b> - Council areas have at least one user-led organisation who are directly contributing to the transformation to personal. budgets.			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"> <li>- We have started to use issue personal budgets</li> <li>- On course to achieve the LAA target of 7% for NI 130 for 09/10. Currently performance for Q3 is 6.73%</li> <li>- The mechanism in use for 09/10 is the Interim Customer Pathway (triggered by reviews of existing customers).</li> </ul>	<b>April 2010</b> - The Council has introduced personal budgets, which are being used by existing or new service users/carers. <b>October 2010</b> - All new service users/carers (with assessed need for on-going support) are offered a personal budget. <b>October 2010</b> - All service users whose care plans are subject to review are offered a personal budget. <b>April 2011</b> - At lease 30% of eligible service users/carers have a personal budget.			Monthly	

## Corporate Business 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"> <li>- Support available to enable citizens requiring help to stay independent for as long as possible</li> <li>- Council-wide and partnership approaches to universal services</li> </ul>	<ul style="list-style-type: none"> <li>- Local initiatives to deliver prevention and early intervention are underway, and led by social care e.g. MEAPS (Medway Enablement &amp; Prevention Service).</li> <li>- Initial Intake Team, Dementia Project, Extra Care Housing, Well-being fund.</li> </ul> <p>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>	<p><b>April 2010</b> - 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><b>October 2010</b> - 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><b>April 2011</b> - 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><b>April 2011</b> - 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"> <li>- 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.</li> <li>- The development of a single coherent service strategy.</li> </ul>	<ul style="list-style-type: none"> <li>- 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.</li> </ul>	<p><b>April 2010</b> - The Council has a strategy in place to create universal information and advice services.</p> <p><b>October 2010</b> - The Council has put in place arrangements for universal access to information and advice.</p> <p><b>April 2011</b> - The public are informed about where they can go to get the best information and advice about their care and support needs.</p>	monthly
SR 09a.05	Commissioning strategies that incentivise development of diverse and high quality	Social Care (AD)	The development of a diverse and high quality market in care and support services to	- The Council is establishing a market development group, which will contribute to the co-production of a	<b>April 2010</b> - Councils and PCTs have commissioning strategies that address the future needs of their	monthly



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	<p>services, and balance investment in prevention, early intervention/reablement with provision of care and support for those with high-level complex needs.</p>		<p>offer real choice and control to service users and their carers.</p>	<p>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>	<p>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.  <b>October 2010</b> - Providers and third sector organisations are clear on how they can respond to the needs of people using personal budgets.  <b>October 2010</b> - An increase in the range of service choice is evident.  <b>October 2010</b> - The Council has clear plans regarding the required balance of investment to deliver the transformation agenda.  <b>April 2011</b> - 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>	

## Corporate Business Risk Register

SR 21	Procurement	Owner	Housing & Corporate Services (AD)	Finance & Deputy Leader's Portfolio	Current Risk Score	C	II	Reviewed	23 Feb 2011
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"> <li>- Legal challenges</li> <li>- Negative publicity</li> <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> <li>- Failing to achieve statutory responsibilities</li> </ul>				
Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring			
SR 21.01	Member chaired Strategic Procurement Board with the Council's Monitoring officer responsible for strategic procurement direction that meets every three weeks	Housing & Corporate Services (AD)	To deliver the Strategic Procurement Strategy	Strategic Procurement Board meets every three weeks	On-going	Every 3 weeks			
SR 21.02	Forward Procurement Plans in place for each directorate	Directors	Timely commencement of procurement ensuring contracts are in place	Plans monitored by the Strategic Procurement Board every 3 weeks	On-going	Every 3 weeks			
SR 21.03	Create a corporate contracts register	Procurement Team	A contracts register that records all contracts currently in place and date due to finish	Exploration of methods to collect data to populate register	January 2012	On-going in conjunction with the Strategic Procurement Board process			
SR 21.04	Review of procurement processes	Procurement Team	To ensure processes continue to be fit for purpose.	New Contract Procedure Rules and Revised Gateway Procurement Process: a) delivered and formalised as part of the Council's constitution on 01.01.11 b) more focus on control and monitoring with a greater strategic view of all procurement activity across the Council c) reviewed on an ongoing basis in conjunction with the Strategic Procurement Board.	On-going ,with next review scheduled May 2011	Managed by the Strategic Procurement Team through client engagement and the Strategic Procurement Board as part of a 3 weekly review			

## Corporate Business Risk Register

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR 21.05	Training in revised procurement procedures	Procurement Team	All staff involved in procurement will understand and be able to use revised procurement processes and procedures	Approximately 350 key officers trained between November 2010 and February 2011.  Further training sessions planned for April 2011 onwards. Daily procurement surgeries have gone live from 14.02.11	Ongoing – next training sessions scheduled for April 2011	On-going
SR 21.06	Expenditure Analysis	Procurement Team	Category Management delivered across organisation through classification of spend within Integra to industry standard classification system, against which expenditure analysis and compliance assessment can be undertaken	Synergies and economies of scale through consolidation of spend and contracts and amalgamation of suppliers Compliance checking to ensure procurement projects are being procured and managed in line with both EU procurement legislation and the Council's Contract Procedure Rules	Ongoing – 2011/12	On-going

Corporate Business Risk Register

SR 22	Treasury Management	Owner	Chief Finance Officer	Finance & Deputy Leader's Portfolio	Current Risk Score	D	I	Reviewed	23 Feb 2011
Link to Corporate Priority		Giving Value for Money							
Vulnerability			Trigger		Consequences				
<p>a) The Council could lose money as happened to other local authorities when financial institutions fail.</p> <p>b) Unexpected changes in interest rates.</p>			Loss of resources due to external events beyond the Council's control		<ul style="list-style-type: none"> <li>- Loss of resources</li> <li>- Damage to reputation.</li> <li>- Negative publicity</li> <li>- VFM Judgement jeopardised</li> <li>- Increased pressure on existing resources</li> <li>- Reduction/cuts to services</li> <li>- Quality of service compromised.</li> <li>- Relationship with partners may deteriorate</li> </ul>				
Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring			
SR 22.02	Review the treasury management strategy and performance	Chief Finance Officer	Recommend changes to the strategy as and when necessary in order to maintain a high level of stewardship of the Council's funds	The Outturn report in June. Mid-year report in November. Strategy in February. Monthly budget monitoring reports.	<ul style="list-style-type: none"> <li>- Cost of external debt.</li> <li>- Breaches of policy</li> <li>- Interest earned on investments.</li> </ul>	June (Outturn), November Mid-year and monthly budget monitoring.			
SR 22.03	Monitoring reports and regular review by members in both executive and scrutiny functions	Chief Finance Officer	To ensure that those with responsibility for the treasury management function appreciate the implications of treasury management policies and activities, and that those implementing policies and executing transactions have properly fulfilled their responsibilities with regard to delegation and reporting	<ul style="list-style-type: none"> <li>- Enhanced member involvement, understanding, responsibility and scrutiny.</li> <li>- Continue training for officers and members</li> </ul>	Member training carried out February 2010 and November 2010. On-going officer training	As & when required			

Corporate Business Risk Register

SR 02	Business continuity and emergency planning	Owner	Director Regeneration, Community & Culture	Finance & Deputy Leader's Portfolio	Current Risk Score	D	II	Reviewed	23 Feb 2011
Link to Corporate Priority		Safe, clean and green Medway							
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>		<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'				
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"> <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>- Programme of staff training in place by Summer 2011</li> <li>- National Watermark Exercise - March 2011</li> </ul>	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"> <li>- Gloucestershire County Council Model adopted and amended to reflect Medway's requirements;</li> <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 tested in September 2009;</li> <li>- IT Recovery Plan in place;</li> <li>- Agreement that all services will develop a business continuity plan.</li> </ul>	Plans need to be tested.	Quarterly reports to Strategic Risk Management Group			