

CABINET

17 APRIL 2012

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

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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 Performance Plan in terms of "giving value for money".

2. Background

- 2.1 The Corporate Risk Register was last reviewed by Cabinet on 20 December 2011. The following changes were made to the register at that time:

- SR 24 – Managing Change was replaced with a new risk SR 30 Delivering Better for Less Transformation.
- SR 09a - 'Delivering the Transformation Agenda' be removed as the Transformation programme no longer exists and that it be replaced by a new risk SR 25 'Adult Social Care Demographics' to recognise that the focus must now be on the demographic impact on both demand and capacity to deliver statutory responsibilities. The risk rating of C2 remains the same.
- SR 09b – 'Keeping vulnerable young people safe and on track' be retained and refocused but remove and create a new risk concentrating on looked after children (ref SR26) risk rating B2. This reflects the fact that there is National and local evidence that

children and young people in care are more vulnerable to poorer outcomes which could impact on our statutory responsibilities and regulatory judgement and increased costs.

- SR 08a – ‘Partnership Working’ be removed as it is too generic and be replaced with three new risks focusing on key partnerships as described below.
- Create a new risk SR 27 risk rating B2 to reflect the fact that Councils are responsible for poor performance of schools including independent, academies and free schools but lack levers for change with potential impact on our statutory responsibilities and regulatory judgement and could have financial consequences.
- Create a new risk SR 28 risk rating D2 relating to the implementation of the Government’s agenda to the Health system whereby the Council may be unable to influence decision-making when the new health clusters are created which could have a negative impact on the community and lead to a reduction in health services to Medway.
- Create a new risk SR 29 risk rating B2 focusing on the transition to a new provider for mental health social care services with the potential for the outcome to significantly impact on services to clients and lead to an increased reliance on Council led services.
- Amend SR 02 Business Continuity & Emergency Planning to recognise the World Health Organisations’ continuing concerns regarding the risk of pandemic flu.

3. Advice and analysis

3.1 Risks owners have reviewed their risks and updated them and proposed the following amendments:

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

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

3.1.3 Two proposals relating to Risk Ref: SR30- Delivering Better for Less transformation are:

- a) reduce the list of triggers and corresponding actions to reflect progress made;
- b) given progress to date and the strength of governance of the programme the risk be down grade risk rating from B2 to C2

- 3.2 Appendix A - Record of Amendments, summarises the proposed 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. Business Support Overview and Scrutiny Committee

- 5.1 The Business Support Overview and Scrutiny Committee considered this report on 21 March 2012.
- 5.2 With regard to risk SR27, Members discussed the possibility of the creation of academies for primary schools and that schools deemed to be 'coasting' because they had received two "satisfactory" or less Ofsted inspections were at risk of being compulsorily converted to academies. The committee raised concern at this and how it might affect this risk rating in the future.
- 5.3 The committee also commented that SR02 (Business continuity and emergency planning) contained no reference to the pending Olympic Games and its potential impact on infrastructure links. Members requested a detailed breakdown of the risks identified due to the Olympic Games, as part of the Kent resilience approach.
- 5.4 There was also no reference within the register to the future changes in housing benefit, Council Tax and universal credit. Members acknowledged that the timescale for implementation kept slipping but it was worthy of having its own submission on the Corporate Business Risk Register.
- 5.5 Officers advised that the changes to the benefit system should be categorised in SR03b (Finances – longer term) and would be added as part of the sub-text to this risk. Also, reference would be added to SR02 about the potential impact of the Olympic Games and torch relay through Medway. Both these additions have been included in Appendix B to 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.

7. Recommendation

- 7.1 That Cabinet approves the amendments to the Council's Risk Register as detailed in paragraphs 3 and 5.5 of the report and Appendix B 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 - 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, 2009/10 and 2010/11

SUMMARY OF CORPORATE RISK REGISTER – RECORD OF AMENDMENTS

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

CORPORATE RISK REGISTER

RISK MATRIX - STRATEGIC PROFILE FOR FEBRUARY 2012

Likelihood ↑	A		19	3b,
	B		9b, 13, 17, 26,	
	C		4, 21, 25, 27, 30	
	D		2, 28	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	29-Feb-2012
Link to Corporate Priority		Giving Value for Money							
Vulnerability			Trigger		Consequences				
<p>The Medium Term Financial Plan and SR 2010 identify both significant cost pressures for the Council and unprecedented cuts in funding over the next 3 years. The settlement for 2012/13 confirmed a further 8% cut in grant support and although there is to be a review of the distribution formula for 2013/14 there is no guarantee that this will be beneficial in terms of avoiding further cuts to grant and the MTFP predicts further cuts of 4% in both 2013/2014 and 2014/15.</p> <p>In addition changes to the Council Tax Benefit Scheme could add a significant (£4m) cost burden to the Council.</p>			<p>Announcement of the Spending Review in October 2010 and settlement detail in December 2010 has confirmed fears of unprecedented funding reductions for both revenue and capital.</p> <p>Failure to agree a scheme for localising Council Tax Benefit by 31 March 2012 that will meet all costs.</p>		<input type="checkbox"/> Very difficult decisions around funding allocation <input type="checkbox"/> Service cuts <input type="checkbox"/> Quality of service compromised. <input type="checkbox"/> Cutback in staffing on an already lean organisation <input type="checkbox"/> VFM Judgement <input type="checkbox"/> Negative local publicity. <input type="checkbox"/> Damage to reputation.				
Code	Description	Managed By	Desired Outcome	Output	Milestones/Pis	Monitoring			
SR 03b.01	Need to ensure effective response/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 2012 for 2012/13 Budget and Council Tax. Ongoing for 2013-2015	6 monthly then monthly from September onwards			
SR 03b.03	Create resource for investment priorities	Corporate Management Team	<ul style="list-style-type: none"> Track funding opportunities Maximise asset values for disposal Consider prudential borrowing 	<ul style="list-style-type: none"> External investment Asset release Revenue cost associated with prudential borrowing 	On-going	Six monthly			
SR 03B.04	Lobby MPs and Government both directly and in concert with other Local Authorities to extend timescales and recognise cost burden	Chief Finance Officer	<ul style="list-style-type: none"> Realistic timeframe Recognition of cost burden in future settlement 	<ul style="list-style-type: none"> A Sustainable, realistic scheme 	Government timescale means: <ul style="list-style-type: none"> Consultation in Autumn Scheme in place by 31/03/13 	Monthly			

CORPORATE RISK REGISTER

SR 19	Down turn in the economy	Owner	Neil Davies	Finance & Deputy Leader's Portfolio	Current Risk Score	A	II	Reviewed	29-Feb-2012
Link to Corporate Priority		Giving Value for Money							
Vulnerability			Trigger		Consequences				
A continual downturn in economic conditions would impact upon the Council's ability to: a) support the vulnerable in our community and manage potential increase in child poverty, homelessness, benefit take-up, potential increase in anti-social behaviour and crime. b) deliver the capital programme with reduced receipts c) balanced budgets with reduced income through fees and charges d) take forward Medway's regeneration and educational agenda			A worsening global economic climate that impacts upon Medway - recession. Changes to benefit regimes that reduce disposable income for vulnerable groups		<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 and charges income - Potential debt arrears (both council and others) - Increased benefit take up 				
Code	Description	Managed By	Desired Outcome	Output	Milestones/Pis	Monitoring			
SR 19.01	Regular monitoring of economic downturn by Corporate Management Team and Medway Economic Board	Director of Regeneration, Community and Culture	Performance indicators on downturn examined regularly	Continue to assess the situation	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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			

CORPORATE RISK REGISTER

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
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, implement effective project management and capital monitoring arrangements 	Monitoring reports	Quarterly

CORPORATE RISK REGISTER

SR 09b	Keeping vulnerable young people safe and on track	Owner	Rose Collinson	Children's Services Portfolio	Current Risk Score	B	II	Reviewed	24-Feb-2012
Link to Corporate Priority Children & Young People Having the Best Start in Life in Medway									
Vulnerability			Trigger		Consequences				
<p>- There are more, younger, people coming into the system with intensive support SEN needs.</p> <p>- These services represent major components of the Council's funding provision.</p> <p>- Changes in the youth justice system requiring new skills set within existing practitioners and changes to funding requirement for remand</p>			<p>The Council is unable to address these issues with cost effective, innovative solutions.</p>		<p><input type="checkbox"/> Poorer outcomes for children and young people</p> <p><input type="checkbox"/> Costs spiral with consequences across the Council</p> <p><input type="checkbox"/> Revenue problems not resolved by capital investments</p> <p><input type="checkbox"/> Impact on statutory responsibilities and regulatory judgement</p>				
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. Begin to plan intensive interventions that would be used as an alternative to custody - DfE bid submitted to research needs and most effective interventions to support young people on edge of offending.	Inclusion (AD)	<p>- Lower numbers of first and repeat entrants to the YJS. - Lower number of custodial and repeat custodial sentences. - Effective analysis of data to inform practitioners input. - Ensuring service delivered within budgetary constraints. - Magistrates have confidence in interventions. Suitable placements are developed for vulnerable children which keep them safe and enable magistrates to impose on the order as an alternative to secure remand</p>	Performance is monitored monthly (proxy figures) and quarterly (YJB information) 1: 1 meetings with Head of Service Business case for preventative support.	Grant provided by MoJ for developing alternatives to custodial remand is used effectively for innovative support and budget not exceeded by custody bill. Successful bid to DfE. Needs assessment being commissioned.	The number of YOT clients are reviewed monthly and quarterly with reports being taken to the YOT management board (chaired by CEO)			

CORPORATE RISK REGISTER

SR 13	Equality and diversity	Owner	Communications, Performance & Partnerships (AD)	Customer First & Corporate Services Portfolio	Current Risk Score	B	II	Reviewed	21-Feb-2012
Link to Corporate Priority		Putting Our Customers At The Centre of Everything we do							
Vulnerability			Trigger		Consequences				
Ensuring the council complies fully with its duties under equalities legislation to carry out diversity impact assessments. Public sector spending cuts allied with the passing of the Equality Act 2010, increase the profile of equalities issues and the potential for claims, including court action, if DIA processes are not rigorous or given appropriate consideration in decision making. The effectiveness of DIAs is dependent upon services routinely gathering equalities data about the patterns of usage of their service and the difference they make and using data and intelligence to inform impact assessments. .			A case is brought and the council is found to have failed its duties under equalities legislation		<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 DIAs 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	21-Feb-2012
Link to Corporate Priority		Everyone Benefitting from the Areas Regeneration							
Vulnerability			Trigger		Consequences				
<p>Medway's regeneration plans to regenerate the area to bring 30,000 people to Medway up to 20,000 jobs and 17,000 new homes in the next 20 plus years.</p> <p>There are challenges for the provision and maintenance of effective infrastructure. Particular areas of concern are flood protection, highways and water capacity.</p> <p>It is vital the benefits are felt by the population of Medway, so that the new jobs are not filled by only people from outside the area.</p> <p>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"> <input type="checkbox"/> Regeneration projects not completed <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 a Community Infrastructure Levy policy and identification of inward investment priorities.	Start made on key regeneration sites Monitor market for changes in land values	- Generation of funds to carry out the work and investors confidence; - 20 year development programme	Quarterly			
SR 17.02	Homes and Communities Agency (HCA) alerted to the impact of lack of funding and dialogue opened with External Partners.	Director of Regeneration, Community and Culture	HCA confirm any funding commitments and business plans for all ex-SEEDA sites Stewardship agreements completed for each HCA site	Funding identified to continue regeneration.	Regeneration projects agreed with Members	Quarterly			
SR 17.04	Regular meetings with stakeholders to 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 26	Maximising outcomes for Looked after Children in the context of increasing demand	Owner	Director of Children and Adults	Children's Services Portfolio	Current Risk Score	B	II	Reviewed	28-Feb-2012
Link to Corporate Priority Children & Young People Having the Best Start in Life in Medway									
Vulnerability			Trigger		Consequences				
The council cannot narrow the gap in outcomes between children in care and their peers The increased demand for high level child protection services, including for looked after children, puts pressure on the council's ability to invest in preventative services			The Council is unable to address this issue with cost effective, innovative solutions Numbers of children in care and those with high level child protection needs continue to rise Increased caseloads may start to impact on quality of work being undertaken with looked after children and children subject to child protection plans		- Costs spiral with consequences across the Council – limits ability to divert resources to early help which ultimately must be part of the solution to increasing numbers of looked after children - Poorer outcomes for children and young people - Impact on statutory responsibilities and regulatory judgement - Local placement capacity may be exhausted leading to more expensive out of area placements which may not best meet the needs of children and young people				
Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring			
SR 26.01	End to end review of looked after children processes, needs analysis and evaluation of effectiveness of early help being commissioned	Strategy & Commissioning (AD)	Service is delivered within budgetary constraints whilst maintaining the safety of children and young people.	Business case to inform budget decisions on investment in early help	Work commissioned	Reviewed monthly			
SR 26.02	Introduction of Medway Model of social care practice to ensure all staff understand expectations on high quality practice and assessment	Children's Social Care (AD)	All staff effectively assess risks to children and develop SMART care plans that make a positive difference for looked after children	Medway Model Supervision notes that demonstrate improvements in quality and consistency of practice	Practice demonstrating impact	Monthly			
SR 26.03	In depth audit work on quality of care planning and multi agency conference and review processes supplements regular file audit programme	Children's Social Care (AD)	Good quality and consistent practice	Audit reports and recommendations Practice improvement	Audits of care plans completed with recommendations to share good practice and make improvements in place				

CORPORATE RISK REGISTER

SR 04	Performance Management	Owner	Communications, Performance & Partnerships (AD)	Customer First & Corporate Services Portfolio	Current Risk Score	C	II	Reviewed	21-Feb-2012
Link to Corporate Priority		Giving Value for Money							
Vulnerability			Trigger		Consequences				
There have been in the past concerns that performance is not consistently managed across the council. The Council has introduced a comprehensive performance management (and business planning) framework. The major risk is that the removal of CAA will lead to less priority and focus being given to effective management of performance - at council wide and service levels.			The council fails to embed a robust performance management system		<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 04.08	Review performance management resource deployment across the council as part of better for less vfm project	Communications, Performance & Partnerships (AD)	More effective performance management arrangements	An effectively resourced performance management framework to drive performance improvement	Outline model agreed. Formal consultation to start in April			By BfL Board	

CORPORATE RISK REGISTER

SR 21	Procurement	Owner	Chief Finance Officer	Finance & Deputy Leader's Portfolio	Current Risk Score	C	II	Reviewed	29-Feb-2012
Link to Corporate Priority		Giving Value for Money							
Vulnerability			Trigger		Consequences				
Procurement processes are not consistently applied across the council.			<ul style="list-style-type: none"> - 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 - 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 Strategic Procurement Board with the Council's Monitoring officer responsible for strategic procurement direction that meets every three weeks	Chief Finance Officer	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	On-going	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 2012	Managed by the Strategic Procurement Team through client engagement and the Strategic Procurement Board as part of a 3 weekly review			

CORPORATE RISK REGISTER

Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring
SR 21.05	Training in revised procurement procedures	Procurement Team	All staff involved in procurement will understand and be able to use revised procurement processes and procedures	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	On-going
SR 21.06	Change procurement methodology	BfL Board and Procurement Board	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 Focus on contract management to improve performance and manage demand	Ongoing – 2011/12	On-going

CORPORATE RISK REGISTER

SR 25	Adult Social Care Demographics	Owner	AD for Adult Social Care	Adult Services Portfolio	Current Risk Score	C	II	Reviewed	21-Feb-2012
Link to Corporate Priority		Adults maintain their independence and live healthy lives							
Vulnerability			Trigger		Consequences				
The population of older people is increasing considerably (Joint Strategic Needs Analysis). The expectations of older people, disabled adults and their families are rising.			Demographic impact		<ul style="list-style-type: none"> Significant increase in spend on Adult Social Care Fair Access to Care Services eligibility criteria may need review and may need to be raised to Critical only as some Local Authorities are doing to manage the increasing demand and rising costs. 				
Code	Description	Managed By	Desired Outcome	Output	Milestones/Pis	Monitoring			
SR 25	<p>Personal Budgets giving people more choice and control.</p> <p>Commissioning sufficient capacity and a suitably wide range of services to meet need.</p> <p>Close management oversight, and action as required, to manage the budget.</p> <p>Move towards wholly commissioned service (externalisation of Linked Service Centres and day care)</p>	AD for Adult Social Care	<p>Best outcomes for clients (as per their support plans) and best value for the Local Authority as statutory body and commissioner.</p> <p>A safe and stable local sector of providers that can meet our local demands and provide high quality care and support to older people, disabled adults and carers.</p>	<p>All clients are offered Personal Budgets.</p> <p>Joint strategies and commissioning plans with NHS Kent and Medway. The Provider Forum engages the sector and assists us to work in partnership in a meaningful and effective way.</p> <p>Monthly scrutiny of budgets at AMT and audits of practice and Personal Budgets. Management action as required.</p>	<p>Personal Budget target for 2011-2012 = 50%</p> <p>Re-commissioning of domiciliary care, residential and nursing care.</p> <p>End of year spend within budget</p>	<p>Quarterly</p> <p>As per procurement forward plan.</p> <p>Monthly at AMT, quarterly at CADMT and then year-end budget outcome</p>			

CORPORATE RISK REGISTER

SR 27	Government changes to Local Authority's responsibility for schools	Owner	Director of Children and Adults	Children's Services Portfolio	Current Risk Score	C	II	Reviewed	24-Feb-2012
Link to Corporate Priority Children & Young People Having the Best Start in Life in Medway									
Vulnerability			Trigger		Consequences				
Councils are accountable for the outcome of poor performance of schools including independent, academies and free schools but have reduced levers for change			A failing OFSTED inspection for a maintained school for whom the Council has a statutory responsibility.		<ul style="list-style-type: none"> Impact on children and families of being in a school that fails to provide quality provision which maximises learning outcomes Performance ratings as measured through Ofsted reports and Performance tables impact on parental and community confidence. Financial consequences Damage to reputation Impact on statutory responsibilities and regulatory judgement Progress and progression for children & young people are impacted negatively 				
Code	Description	Managed By	Desired Outcome	Output	Milestones/Pis	Monitoring			
SR 27. 01	School data shows under achievement based on Fisher Family Trust predictions.		Schools results in line with or exceed nationally expected progress measures.	<ul style="list-style-type: none"> School Improvement Team (SI) support schools to identify actions needed to improve pupil progress Data shows progress to be in line with FFT of similar schools nationally and then to be in upper quartile 	<ul style="list-style-type: none"> Number of schools below floor threshold reduces Number of schools in an OFSTED category reduces and remains low. 	AD Performance Digest CPR meetings with staff			
SR 27.02	The proportion of schools in Medway with an OFSTED judgement of satisfactory is higher than National and the proportion of schools with good is lower than National		Schools move up from Satisfactory to Good and from Good to Outstanding	<ul style="list-style-type: none"> Core "Moving on Up" SI training developed and delivered in a targeted way OFSTED preparation in place for Senior Leadership Team (SLT) and Governors NLES and LLEs linked to schools to give additional experience to draw on for delivering "Good" 	OFSTED judgements place more schools in the Good or Better categories	SI team meetings AD Performance Digest OFSTED Feedback			

CORPORATE RISK REGISTER

SR 30	Delivering Better for Less transformation	Owner	Communications, Performance & Partnerships (AD)	Finance & Deputy Leader's Portfolio	Current Risk Score	C	II	Reviewed	21-Feb-2012
Link to Corporate Priority		Giving value for money							
Vulnerability			Trigger		Consequences				
The Better for Less programme is a council wide transformation programme which is intended to transform the way all council employees work to deliver improvements to customer service as well as making significant savings which are built into the MTFP budget projections for the next 4 years. If the programme is not delivered effectively and on time and in a way that ensures change can be sustained, improvements and savings will not be made.			1. Over emphasis on savings at expense of improvements mean the programme is regarded as another 'savings' programme 2. Savings identified as part of BfL programme are 'overtaken' by other savings initiatives 3. Redundancy costs erode savings		<ul style="list-style-type: none"> · Additional budget deficit for future years · Requirement to make alternative savings proposals which may have greater impact on frontline services · Services standards drop and growing customer expectations will not be met · Drop in resident satisfaction · Loss of faith by staff in ability of the council to deliver council wide change will impact on any future change initiatives 				
Code	Description	Managed By	Desired Outcome	Output	Milestones/PIs	Monitoring			
SR 30.02	For trigger 2: Detailed definition of the performance gains we expect the programme to deliver being developed.	Communications, Performance & Partnerships (AD)	Shared understanding of what we want to be better, how we will measure that and ultimately delivery of improved performance	BfL measures of success	Performance framework being developed. Will be subject to member consultation before being agreed by BfL board	Quarterly by BfL Board and members through council plan monitoring			
SR 30.06	Trigger 6 - Detailed tracking of potential impact of savings options on BfL targets carried out as part of budget setting	Communications, Performance & Partnerships (AD)	Minimising duplication in savings targets and impact on frontline service delivery		Budget proposals for 2012/13 do not duplicate or impact on BfL proposals, they are complimentary	By BfL Board			
SR 30.07	Trigger 7 - Minimise redundancies through vacancy management and redeployment where this is in interests of the business and employees	Communications, Performance & Partnerships (AD)	Minimum number of redundancies		Phase 1 BfL saw only 3 compulsory redundancies and 14 voluntary redundancies.	By BfL Board			

CORPORATE RISK REGISTER

SR 22	Treasury Management	Owner	Chief Finance Officer	Finance & Deputy Leader's Portfolio	Current Risk Score	D	I	Reviewed	28-Feb-2012
Link to Corporate Priority Giving Value for Money									
Vulnerability			Trigger		Consequences				
a) The Council could lose money as happened to other local authorities when financial institutions fail. b) Unexpected changes in interest rates.			Loss of resources due to external events beyond the Council's control		<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	Recommend changes to the strategy as and when necessary in order to maintain a high level of stewardship of the Council's funds	The Outturn report in June. Mid-year report in November. Strategy in February. Monthly budget monitoring reports.	- Cost of external debt. - Breaches of policy - Interest earned on investments.	June (Outturn), November Mid-year and quarterly budget monitoring.			
SR 22.03	Monitoring reports and regular review by members in both executive and scrutiny functions	Chief Finance Officer	To ensure that those with responsibility for the treasury management function appreciate the implications of treasury management policies and activities, and that those implementing policies and executing transactions have properly fulfilled their responsibilities with regard to delegation and reporting	<ul style="list-style-type: none"> • Enhanced member involvement, understanding, responsibility and scrutiny. • Continue training for officers and members 	Member training carried out February 2010 and November 2010. On-going officer training	As & when required			

CORPORATE RISK REGISTER

SR 02	Business continuity and emergency planning	Owner	Robin Cooper	Finance & Deputy Leader's Portfolio	Current Risk Score	D	II	Reviewed	21- Feb-2012
Link to Corporate Priority		Putting our customers at the centre of everything we do							
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 pandemic flu, fire, flood, loss of utility supplies and accidental or malicious damage of assets or resources.</p> <p>The potential for the Olympics and Torch Relay in July 2012 to impact on Medway's transport systems</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"> <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"> - 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 Winter 2012 	On-going			
SR 02.02	Business continuity plans completed to implement the actions	Director of Regeneration, Community and Culture	All services will have an up-to-date and tested Business Continuity Plan	<ul style="list-style-type: none"> - BCM Policy agreed; - BCM principles and project aims communicated to divisional management teams across the Council. - A Corporate Recovery Plan reviewed in August 2011; - IT Recovery Plan in place; - Draft flu plans in place - Winter preparedness plans in place 	Plans tested.	Quarterly reports to Strategic Risk Management Group			
SR 02.03	Relevant plans in place to deal with any Olympic and Torch Relay incidents that may arise.	Director of Regeneration, Community and Culture	All risks logged in the risk register	A comprehensive risk register and relevant plans in place.	July 2012	Monthly by Olympics 2012 team			

CORPORATE RISK REGISTER

SR 28	Changes to the Health System	Owner	Director of Public Health	Adult Services Portfolio	Current Risk Score	D	II	Reviewed	20-Feb-2012
Link to Corporate Priority		Putting our customers at the centre of everything we do							
Vulnerability			Trigger		Consequences				
The Council is unable to influence decision-making when the new PCT and SHA clusters are created. Public Health Grant is inadequate to fund existing commitments			Implementation of changes related to the Health and Social Care Bill Public Health shadow grant announced in February 2012		- Health services less focussed on Medway needs - Reduction in public health programmes - Negative impact on the community - Negative publicity				
Code	Description	Managed By	Desired Outcome	Output	Milestones/Pis	Monitoring			
SR 28.01	Ensure effective engagement of the Medway Commissioning Group (MCG) and Kent & Medway Cluster in Medway partnerships e.g. Health and Wellbeing Board (HWB), Medway Safeguarding Children Board (MSCB), Children's Trust, Health Partnership Board (HPB)		All members engage in pre-shadow HWB to establish board priorities and ways of working	participation in national learning set	Four development sessions held with HWB prior to establishment of shadow HWB. Work programme for 2012/13 developed.	Quarterly			
SR 28.02	Detailed record of current spend within public health portfolio coming to Council and associated contract details.		Clarity of any gap in funding and response to DH.	Reconciliation of shadow budget against future PH responsibilities of the Council	Complete by March 2012.	March 2012			