











Top Strategic Risks



Objective		Deliver effective corporate social responsibility					
Risk		Reduction in Government Funding					
Risk ID	Description	Owner	Current Evaluation Level	Residual Score	Residual Likelihood	Residual Impact	Dynamic
7	The extent of certain aspects government funding reductions and distribution of monies is unknown and may exceed that which is assumed in the Council's autumn budget statement.	Cabinet / CMT	 Red	16	Likely [4]	Serious [4]	 Steady
Control Title							
Robust MTP processes supported by business planning including 1) Peer review of pressures and savings 2) Political prioritisation and decision making 3) Financial Strategy Board and other officer groups to consider the major saving strands							
The output of the CSR has been assessed against the current MTP at high level.							
Use of Council reserves to smooth the impact of government cuts							
Action Title							
Develop a 4 year MTP rather than 3 to reflect likely timing of Spending Review							
Early planning for the later and more difficult years							
Elected Members will make the difficult decisions on cost reduction.							
Implementation of aspects of "Bold steps"							
Organisational restructure to reduce operating costs							
CMT programme plan to monitor budget savings, efficiencies and other significant projects.							



Objective		Maintaining year on year financial balance						
Risk		Consequences of the current UK economy on wider society						
Risk ID	Description	Owner	Current Evaluation Level	Residual Score	Residual Likelihood	Residual Impact	Dynamic	
5	Financial and economic deterioration of the UK wide economy spills over into wider fabric of society resulting in a reduction in Council Tax collection and other significant income streams of the Council.	Cabinet / CMT	 Red	16	Likely [4]	Serious [4]	 Steady	
Control Title								
Robust MTP supported by business planning, including 1) Peer review of pressures and savings 2)Political prioritisation and decision making								
Economic development and regeneration activity								
Properly understanding the Council's cost drivers and responding to the background indicators of poverty on the County.								
Flexible arrangements exist within services to enable quick adjustment of the cost base to changes in demand								
Core monitoring reports provided to CMT / Cabinet which include indicators of demand								
Action Title								
Policy led budgeting approach								
Refocusing of priorities to target action to address financial, health and wider socioeconomic impacts								
Demand management through a robust preventative strategy across all services								
Council's medium term plan "Bold Steps" to include the aim of growing the Kent economy								
Establishment of Local Enterprise Partnership.								
Development of monitoring arrangements for Council Tax collection with District Councils								



Objective								Ensure regulatory and statutory compliance of the Council
Risk								Children's Social Workers.
Risk ID	Description	Owner	Current Evaluation Level	Residual Score	Residual Likelihood	Residual Impact	Dynamic	
13	There will be a breakdown of children's placements due to limited success of local / national / international campaigns to recruit Children's Social Workers, or recruitment of a large volume of inexperienced staff, resulting in service pressures, poor practice and challenging workloads for existing staff.	Cabinet / CMT	 Red	25	Very Likely [5]	Major [5]	 Increasing	
Control Title								
CSS Recruitment Group monitors SW vacancies and agrees strategies for urgent situations								
Active strategy in place to attract and recruit social workers through a variety of routes including a recruitment campaign in USA								
22 final year DipSW students have been recruited through the bursary scheme and were in post as newly qualified social workers from July 2010								
Recruitment calendar ensures we recruit NQSW's annually.								
Targeted recruitment activity has taken place.								
"Ready for Practice" scheme targeted at MA social work students								
Nine social workers recruited from Northern Europe via Jacaranda started in West Kent								
Action Title								
Work has commenced to recruit final year SW students to secure a further 22 staff to commence employment August 2010								
Ongoing development of further strategies to support recruitment e.g. qualification routes through open university								
Disseminate best practice to secure stable SW staffing								
CSS to consider Recruitment Coordinator role to ensure that all SW applications receive attention								
CSS Realignment to review pay grading for SW team leaders and also support for Step into Management programme								
Review 'growing our own' social workers.								
Consideration to be given to converting some social work posts to assistant social worker posts, changing the skill mix of the teams								
Improvement Board set up to deliver agreed improvement plan								
Actions of practice quality teams to look at practice and redesign teams								
Programmes in progress to ensure staff morale is maintained and enhanced								



Risk Information sharing and cross agency working to provide services							
Risk ID	Description	Owner	Current Evaluation Level	Residual Score	Residual Likelihood	Residual Impact	Dynamic
25	Information is not shared, or is shared incorrectly, resulting in a failure of service provision (including preventing harm to clients) and/or a data protection breach.	Cabinet / CMT	 Red	16	Likely [4]	Serious [4]	 Increasing
Control Title							
Robust safeguarding procedures are in place, including a common assessment framework.							
Coherent county wide strategy and protocols on sharing information between agencies in place							
Action Title							
Integrated systems are in development							
Monitoring / progress paper to be provided to Cabinet							

Risk Public Health Duties							
Risk ID	Description	Owner	Current Evaluation Level	Residual Score	Residual Likelihood	Residual Impact	Dynamic
52	The Council fails to plan delivery of new public health responsibilities set out in the proposed changes in the way Public Health is to be delivered in the NHS White paper, resulting in a breach of statutory duties, and poor health protection, emergency preparedness and health improvement provision.	Cabinet / CMT	 Red	16	Likely [4]	Serious [4]	 New
Control Title							
A local transition board comprising the Kent and Medway DPHs, the Deputy DPH from Eastern and Coastal PCT, and the Director of Health Improvement from West Kent PCT has been established							
KCC has had a designated cabinet portfolio holder							
Action Title							
preparing a local transition plan alongside that being produced by the South East Coast region							
Cabinet member will assume a central role at a strategic level. This will include being invited to chair the public health board, contribute to the wider public health network and championing the public health function across the county							
An HR framework is being developed as part of the work of the transition planning group							
Dedicated resource to be commissioned to ensure that any transfer of funding is fair and equitable and the interests of the Council are protected.							

Objective								Delivery of services to meet Vision for Kent (T2010) and / or Business Plans							
Risk								Proposed cap on housing benefit entitlement							
Risk ID	Description	Owner	Current Evaluation Level	Residual Score	Residual Likelihood	Residual Impact	Dynamic								
49	There will be a significant movement of families from large city areas, particularly London, into the County due to the proposal of government to cap housing and other benefit resulting in an un-sustainable increase in demand for our services such as schools and social services.	Cabinet / CMT	 Red	16	Likely [4]	Serious [4]	 New								
Action Title															
Development of early warning indicators through existing mechanisms and/or District Council Housing teams															
Issue to be discussed at South East Leaders / CEx forum.															

Risk								Transfer of LD Services and accountability to the County							
Risk ID	Description	Owner	Current Evaluation Level	Residual Score	Residual Likelihood	Residual Impact	Dynamic								
23	LD transfer from NHS presents 2 levels of risk; from now to 31 March 2011, local health bodies pass insufficient funds across to maintain individual's services; and from April 2011 when the funding transfers nationally, that this is done by formula, and not by recognising actual costs.	Cabinet / CMT	 Red	16	Likely [4]	Serious [4]	 Increasing								
Action Title															
Detailed and transparent analysis and planning with local health bodies															
Lobbying of central government based on solid evidence															

Objective		To deliver a new organisational framework						
Risk		Financial Accounting Framework						
Risk ID	Description	Owner	Current Evaluation Level	Residual Score	Residual Likelihood	Residual Impact	Dynamic	
43	Required amendments to the financial accounting framework will not be delivered by 1st April or other statutory requirements will not be met as a result of a lack of appropriate capacity resulting in compromised financial management and critique from statutory regulators.	Cabinet / CMT	 Red	20	Likely [4]	Major [5]	 New	
Control Title								
No commitment has been made to this course of action, nor will any commitment be made until the impact has been assessed, and appropriate mitigation and controls put in place								
Action Title								
Corporate Finance is developing a project plan to deliver the required amendments								
Extra resources to be provided to Corporate Finance if required.								
Amendments to the current reporting deadlines (such as those for the annual accounts) will be reviewed								
Discussions to be held with the Audit Commission								

Risk		Multiple pressures						
Risk ID	Description	Owner	Current Evaluation Level	Residual Score	Residual Likelihood	Residual Impact	Dynamic	
44	Key aspects of medium term financial plan and other corporate projects in response to internal and external changes are not delivered as available management capacity is exceeded, or projects are deemed no longer viable, resulting in adverse financial standing, service or policy failure in the short to medium term.	Cabinet / CMT	 Red	20	Likely [4]	Major [5]	 New	
Control Title								
No commitment has been made to this course of action, nor will any commitment be made until the impact has been assessed, and appropriate mitigation and controls put in place								
Weekly reports to CMT								
A project plan and time line are in place, a project team established, risks are identified and mitigation steps already taken.								
Action Title								
CMT will discuss and examine the different proposals and create models for new ways of working								
Transition planning is taking place and a detailed transition plan is being developed.								
CMT will monitor a programme plan to incorporate "Change to Keep Succeeding" actions, budget outcomes, efficiency and de-prioritisation changes and all other truly significant projects								